

OUR SUSTAINABILITY REPORT



Sustainability Report 2022
Ashtead Group plc

**Ashtead
group**

ABOUT THIS REPORT

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. Embedding ESG as one of the actionable components of our company strategy has further increased our focus and means that now is the right time to start publishing a stand-alone sustainability report.

This report covers the period from 1 May 2021 to 30 April 2022, 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 2022, which includes our disclosures in accordance with the standards and recommendations of the Task Force on Climate-related Disclosures.

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“Our ability to lead by way of ESG requires true cultural adoption throughout the organisation, which we are well on the way to achieving through a clear heading and measurable milestones.”

Brendan Horgan, CEO

2022 HIGHLIGHTS

OUR PEOPLE

TRIR <1.0

Engage for Life programme driving a culture of safety throughout the business. Total recordable incident rate ('TRIR') is less than 1.0 in North America

87%

Engagement score achieved in our Express Yourself employee survey with an 83% participation rate

[READ MORE ON PAGE 15](#)



THE ENVIRONMENT

-22%

Our Scope 1 and 2 carbon intensity of 42.2 tCO₂e per \$m of revenue was 22% lower than our benchmark year¹

20%

Approximately 20% of our rental fleet is comprised of battery, electric, hybrid and solar powered assets. These include assets such as electric scissor lifts and tower lights

[READ MORE ON PAGE 23](#)

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.

OUR COMMUNITIES

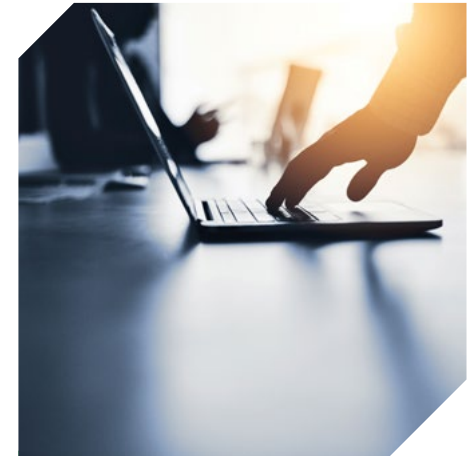
298

During Sunbelt 3.0, we planned to open 298 new locations, offering more possibilities for positive impact through career creation, volunteering, supporting local causes and responding to emergencies

Top-50

Recognised as a Top-50 military-friendly employer

[READ MORE ON PAGE 30](#)



GOVERNANCE

20%

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

44%

Proportion of our Board of directors who are female

[READ MORE ON PAGE 35](#)

WHAT SUSTAINABILITY MEANS TO ASHTEAD

At Ashtead, we have always prioritised the safety of our people, customers and members of the communities we serve, 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 environmental, social and governance ('ESG') commitments in relation to our people, the environment and our communities, as well as focusing on the opportunities that ESG brings to rental. As such, our ESG priorities are now one of five actionable components in the Sunbelt 3.0 strategy under the banner Lead with ESG. For Ashtead this means operating in the most sustainable and responsible way in all areas of our business.

Lead with ESG 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

Striving to be a sustainable company is a huge source of pride for our people and a way to attract and retain talent in an increasingly constrained labour market. Safety is our first priority at Ashtead and has been for many years. However alongside our focus on safety, we are also focused 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 advancing our culture.

Diversity, equity and inclusion ('DEI') is a further area of focus with a high degree of engagement from across the business. In 2021/22, we established our first grassroots DEI taskforce in North America, which is already driving real cultural progress in the business. We have also established a new women's group, WISE (Women: Inspired, Supported, Empowered), which is supporting women across the organisation and helping to increase the number of women we recruit into our industry.



“Sunbelt 3.0 has formalised our commitment to ESG topics within our business strategy.”

WHAT SUSTAINABILITY MEANS TO ASHTEAD CONTINUED

ENVIRONMENTAL BENEFITS OF RENTAL

The environmental benefits of renting equipment rather than ownership are clear. Many customers using one piece of application-specific, world-class manufactured, well-maintained and safe equipment as part of a sharing economy is better for the planet and results in the manufacture of fewer assets, use of fewer natural resources, more efficient use of assets as the optimal asset can be used for a customer's job, lower emissions and fewer assets reaching end of life and therefore requiring disposal. Maintaining our equipment to the highest standards and investing in the newest, cleanest and most eco-efficient technology reduces emissions further during its use and extends equipment life.

At the end of its service life with us, our equipment has many years of use remaining and, as such, we sell these 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.

WORKING IN OUR COMMUNITIES

Our network of more than 1,200 stores is a natural extension of our communities and our responsibility to these communities increases as we grow. We provide jobs and training and it is crucial to us that we recruit locally when we can, including a focus on young people and military veterans.

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.

The inclusion of Lead with ESG in Sunbelt 3.0 is the next stage of our sustainability journey, and an indicator of the importance we assign to this area and our direction of travel. Although the time horizon of Sunbelt 3.0 is three years to 2024, 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.

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.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

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



SDG3: We care about our people and have built a culture around health, safety and well-being through our extensive programmes, training and continuous support



SDG4: 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



SDG5: We are focused on providing equal opportunities for all across the business, regardless of gender



SDG8: Our goal is to continue to expand the business, opening new locations, providing inclusive and productive employment, and ensuring sustainable growth



SDG10: 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



SDG11: We have the opportunity and responsibility to impact positively the communities in which we live and work through employment, skills development and community support



SDG12: Rental rather than ownership reduces the environmental impact of equipment through enabling many customers to share a single piece of equipment



SDG13: 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

ESG INCORPORATED INTO SUNBELT 3.0 – AMBITION WITH PURPOSE

ACTIONABLE COMPONENTS		
1	GROW GENERAL TOOL AND ADVANCE OUR CLUSTERS	Advance our clustered market approach through a proven playbook to meet demand and enable increased rental penetration in North America while optimising our operational network in the UK.
2	AMPLIFY SPECIALTY	Drive accelerated growth through recently realised Specialty scale, unique cross-selling capabilities, and demand in the early phases of rental penetration.
3	ADVANCE TECHNOLOGY	Make the move from industry-leading technology platform, to a leader among the broader industrial and service sector; further improving our customer value proposition and capture the benefits of scale across the Group.
4	LEAD WITH ESG	Embracing responsible sustainability and success for our people, our customers, our communities and our investors; while unlocking structural benefits ESG will bring to rental across the Group.
5	DYNAMIC CAPITAL ALLOCATION	Consistent application of our capital allocation policy to optimise capital deployment for the benefit of all stakeholders.

UNDERPINNED BY CULTURAL ELEMENTS:

INVEST IN OUR PEOPLE

ENTREPRENEURIALISM
WITH SCALE

BRINGING AVAILABILITY, RELIABILITY
AND EASE TO OUR CUSTOMERS

OUR BUSINESS MODEL

WHAT WE DO

We have a platform which enables our customers to rent what they want, when they want and where they want with ease.



BUY

We buy a broad range of equipment from leading manufacturers.



RENT

We rent it on a short-term basis to a broad range of customers.



SELL

We sell the older equipment in the second-hand market.

HOW WE DO IT

Creating sustainable value across the economic cycle

— Powering the platform
— Managing through the cycle



1. DIFFERENTIATING OUR FLEET AND SERVICE

Broad fleet mix
Evolution of Specialty businesses
Broad range of customers and applications
Scale to meet size and range of requirement

2. ENSURING OPERATIONAL EXCELLENCE

Culture of health and safety
Focused, service-driven approach
Long-term partnerships with leading equipment suppliers
Industry-leading application of technology

3. INVESTING IN OUR PEOPLE

Highly skilled team
Devolved structure
Maintaining significant staff continuity
Strong focus on recruitment, training and incentive plans

4. MAXIMISING OUR RETURN ON INVESTMENT

Effective fleet management
Optimisation of utilisation rates and returns
Flexibility in local pricing structures
Focus on higher-return equipment

CREATING VALUE

How we share value with our stakeholders:



Our People

Investing in our people to provide opportunity for development and to ensure we take the very best care of our people.



Our customers

The provision of cost-effective rental solutions to a diverse customer base.



Our suppliers

Developing long-term relationships with suppliers.



Our communities

Enhancing the communities in which we operate, through employment, opportunity and community involvement.



Our investors

Generating sustainable returns for shareholders through the cycle.



Our environment

Working to ensure we have a positive impact on the environment.

Q&A WITH OUR CEO, BRENDAN HORGAN

Brendan Horgan
CEO



Q: What does ESG mean to you and Ashtead Group?

A ESG is embedded into everything we do at Ashtead and is a core component in how we operate our business. I see a huge tailwind, both environmentally and socially, and it is important to us and all our stakeholders that we are at the forefront of this. On the environment side, rental has obvious benefits when many people use one piece of application-specific, world-class manufactured, well-maintained and safe equipment, particularly in terms of lowering emissions and embodied carbon. Socially, with over 1,200 stores and over 22,000 team members, we have a clear responsibility to deliver positive impact in terms of employment, skills development and community support.

Q: What impact has including Lead with ESG as a core actionable component of the Group's strategy had?

A Responsible sustainability has always been important to the Group and part of our activities day-to-day. However, formally embedding ESG within our strategy for the benefit of our people, customers, suppliers, communities and investors, as well as optimising the structural benefits ESG brings to rental, has further prioritised sustainability.

We have identified four key areas of focus: the environmental benefits of rental; innovation in partnership with our suppliers; investing in our people; and supporting our communities.

Rental has obvious benefits as when many people use one piece of well-maintained and safe equipment, this results in lower consumption of natural resources, reduced waste and lower emissions. We invest billions of dollars in rental equipment every year, and are committed to bringing the very latest, low and even zero-carbon emission equipment to the market.

That is why our second key area of focus is innovation in partnership. Whenever I talk on this topic, I always like to explain this with the statement: "within the equipment industry in general, and rental industry specifically, you are either a spectator to innovation or, so to speak, a player on the field." And we are indeed an instrumental player. We work closely with our 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.

Our third key area of focus is around developing our people. Our workforce which comprises of over 22,000 individuals is the backbone of our business and so it is essential that we invest in the training and development of all our staff. We really care about our people and so investing in health and safety programmes, including mental health and well-being programmes, we ensure they remain safe and healthy whilst working for us.

Our fourth key area of focus is supporting our communities. With over 1,200 locations, we have a clear responsibility to deliver positive impact in terms of employment, skills development and community support. This is done in many ways but something I am particularly proud of is our ability to help in a time of crisis. With our Emergency Response Team, we are able to be on the ground within the communities in which we work and live, helping them in a time of crisis.

Q: It is over a year since you launched Sunbelt 3.0 which included Lead with ESG as an actionable component. What has the Group been doing and how do you feel it has gone so far?

A We have always taken our responsibilities as a business seriously because we think this is the right thing to do. But Lead with ESG is the first time we have formalised sustainability as a component of our business strategy. I believe this reflects the realities of the world we live in, the challenges we face and the opportunities challenges often bring. What Lead with ESG has done so far is to light a fire across the business and turbo charge our ESG initiatives, many examples of which are included within this sustainability report.

We have achieved so much, but we know we are only at the beginning of our journey. We have many more exciting projects in the pipeline and are now working to enhance our processes, monitoring and measurement of ESG topics, which will ensure we have the maximum positive impact and deliver continuous performance improvement.

Q: Thinking about climate change, how is Ashtead planning to tackle this?

A All companies need to be looking at reducing carbon emissions and we can provide solutions to help them by investing in the latest, most efficient and low or zero-carbon equipment. There are always early adopters of new technology who will rent the latest electric or hybrid equipment from us to help achieve their own environmental goals. Our job is to promote the benefits of using greener options to customers who are not so sure. This is how we amplify our impact beyond our own operations as the world moves towards low-carbon and electrified technology.

Q&A CONTINUED

Q: You are on record as saying that the sharing economy is environmentally beneficial. Can you elaborate on that?

A The change in recent years is how people, millennials in particular, have embraced the sharing economy. Although it may be more obvious in some consumer-facing sectors, we have been advocating the benefits of rental as part of the sharing economy for many years. Initially, we needed to prove the convenience, reliability and cost benefit of rental as opposed to ownership to get customers to embrace rental. Broadly, that argument has been won, but with climate change, the imperative has shifted and the carbon benefit of rental is the new opportunity.

It is also worth noting that 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.

Q: What other highlights or challenges can you share?

A I am thrilled with the work we have been doing on diversity, equity and inclusion across the business. We also established an employee resource group for women to promote more gender diversity across the business, the first of a number of resource groups we have planned.

Safety continues to be an area of good performance for us. Engage for Life, our safety plan, is fully embedded and driving a culture of safety. However we are also focusing on employee well-being topics alongside more traditional safety processes and controls. We have had a period of record safety performance across the group with our Total Recordable Incident Rate remaining below one in North America.

Although our retention statistics are very good when compared to businesses largely comprised of a skilled trade workforce (mechanics, drivers, etc.) we would like to improve retention further. We have reviewed and enhanced our base pay, profit share and other employee benefits to enhance our attractiveness as an employer and bolster retention. We are also focusing on accurate recruitment and improved employee onboarding, so that we keep the employees we hire. Our statistics show that once an employee has been with us for 18 months to two years, turnover rates are then extremely low. The first two years is the sweet spot where we are aiming to improve our performance.

Q: Finally, what can we expect from Lead with ESG in the coming years?

A As mentioned, we are still relatively early in our formal approach to ESG. Our strategy is about action, engagement and results; pushing Ashtead to make a positive contribution to our people, the environment and our communities. We will continue to work with our suppliers to bring to market new zero and low-emission equipment, as well as alternative fuels to reduce both our own and our customers' emissions. We are also broadening our own fleet of assets and the product solutions for our customers. An example includes our investment in load bank assets during 2021/22, with the Group now offering the largest fleet of load banks in the industry. These assets are critical in the transition from traditional fuel sources. A further example is the development of innovative product offerings which provide more efficient use of current technologies such as the combination of traditional diesel generators with battery storage units – the result is less fuel burned and therefore lower emissions.

We are leaders in ESG and as we progress towards our ESG goals, we will be guided by our long-standing desire to do the right thing.

We have identified four major areas where we see Ashtead making a real difference with ESG:

1. Environmental benefits of a sharing economy



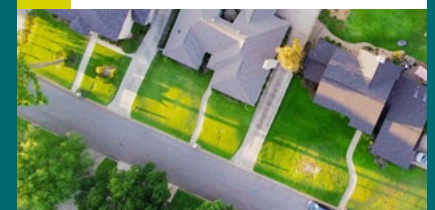
2. Partners in innovation



3. Developing our workforce



4. Benefitting our communities



1. Environmental benefits of a sharing economy

“The rental industry embodies the sharing economy and there are clear cost and environmental benefits to rental compared with ownership. Many people renting one piece of well-maintained equipment is an inherently more sustainable choice.”

Douglas McLuckie, Managing Director of ESG

CASE STUDY:

1 for 10

ILLUSTRATING THE CARBON BENEFIT OF RENTAL

Taking a 2.5 tonne JCB mini excavator as an example, a single rental asset replaces the need for ten owned assets. This saves the equivalent of 32.5 tonnes of embodied CO₂ emissions, equivalent to the annual emissions of seven passenger cars. Across our business, Sunbelt owns and rents 11,000 mini excavators, which equates to carbon savings of 357,000 tonnes of CO₂.

Rental makes environmental sense across the value chain

We invest billions of dollars every year in the latest, most efficient equipment and our rental fleet is one of the most modern in the industry. Environmental impact is a key consideration in our purchasing – approximately 20% of our fleet runs on alternative power sources to fossil fuels, with the majority of our fossil fuel powered equipment meeting the highest emissions standards.

SUPPLY CHAIN

We source responsibly from leading manufacturers, investing in electric, hybrid and low or zero-emission technology

OPERATIONS

High utilisation of rental assets that comply with the latest environmental regulations and are well-maintained

CUSTOMER

Ensure the right equipment for the job. Solutions designed with the environment in mind, including zero and low-emission options

END OF RENTAL LIFE

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

Rental meets many of the principles of a circular economy

- Reducing resource consumption and waste
- Reducing emissions through shared use of efficient products
- Extending equipment lifespan through optimal maintenance, repair and refurbishment and remanufacture
- Recycling or repurposing equipment when it reaches the end of its rental life

2. Partners in innovation

POSITIONED TO INFLUENCE THE MARKET

Working in the space between major equipment manufacturers and hundreds of thousands of rental customers to influence the market for innovative and low or zero-emission products.



We understand customer demands and provide this insight to manufacturers to help them meet customer needs.



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



By committing investment to electric and hybrid technology, we show manufacturers there is demand for greener products, supporting their commitment to develop new products.

“It is not enough for us to simply buy the latest low or zero-emission equipment. We want to accelerate the transition to a low-carbon economy. We are able to achieve this by working closely with our large suppliers to develop, trial and bring to market innovative, environmentally sustainable equipment.”

Brad Coverdale, VP, Fleet & Product Support

CASE STUDY:

INNOVATION IN ACTION

We have partnered with Doosan Bobcat to develop and produce the world's first all-electric compact track loader. Our collaboration involved concept and product development, and testing and customer acceptance of the battery version of Bobcat's iconic compact loader.

In addition to being a zero-emission machine, the loader has other environmental benefits:

- it is made with around half the parts and components of the traditional diesel version, reducing maintenance needs and lifetime ownership costs;
- using electric motors rather than hydraulics, the loader needs only one litre of eco-friendly coolant compared to around 230 litres of fluids for the diesel/hydraulic model, reducing costs, emissions and the risk of spills; and
- the motor is silent-running and reduces vibration for operators.

In addition to collaborating in the development phase, Sunbelt has committed to buy two-thirds of the initial production run of 150 machines.

Diesel compact loaders are a staple construction machine in North America with around 100,000 units purchased each year. Rental only accounts for a 30% share of this market. With our investment in the electric loader, initial rental penetration of this zero-emission model based on our investment alone will be 67%. We plan to partner with Bobcat on further electric product development in the future.



3. Developing our workforce

“We want every team member who works for Ashtead to become the best version of themselves. We equip our team with skills and give them opportunities for career development. The Group is in growth mode and recruiting, retaining and creating an environment to enable the best talent is our goal.”

Monica Ziegler, VP, Talent Management

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 training to help staff focus on operational and financial performance goals.

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.

Clearly defined career pathways

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.

Rewarding our people's contribution

We reviewed our pay and benefits to ensure our people are rewarded for the part they play in our success. Our employees' pay and benefits is made up of competitive fixed pay and a range of benefits and incentive programmes to motivate employees and support our business success.



4. Benefitting our communities

We plan to grow our operations in North America by more than 30% during Sunbelt 3.0. As we open more rental stores in new communities, our opportunity to deliver a positive impact where we live and work also grows.

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 RECRUITING EX-MILITARY

Around 9% of our workforce in the US is ex-military and this is a number we want to grow by being an employer of choice for military veterans.

We have been recognised twice for our approach to recruiting veterans. In North America we are a top Military-Friendly Employer and in the UK we were awarded the gold Armed Forces Covenant for military recruitment.



GIVING TIME AND SKILLS

Employee volunteering is a direct way we can support communities with the valuable skills of our workforce. We have enhanced and unified our volunteering policy across the Group to allow all employees two days of paid volunteering each year. Wherever possible we link volunteering opportunities to areas where we can create social value, such as mentoring, skills development, training and education, and jobs and employability.

2 days

Ashtead allows all employees two days' paid volunteering each year

SUPPORT IN TIMES OF CRISIS

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 and is ready to deploy at a moment's notice. We support 20 or more major responses each year, such as Hurricane Ida that hit Louisiana in 2021.

“We had a vision to build a multi-national programme geared to support the unique challenges faced by our veteran teammates and their families. We now lead one that exceeds industry standards, internationally recognised as better than best-in-class, and that extends support to every country in which Ashtead is located.”

Master Chief Shane McKenzie, USN, Retired
Director, Veterans Programs

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 regularly assess the most material matters to the Group, including those related to environmental, social and governance matters, and assess their potential impact on our business and the generation of long-term value. The most material matters identified impacting the Group's future sustainability and prospects include:

- **people and culture:** 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;

- **health and safety:** failure to ensure the highest standards could result in accidents which may result in injury to or fatality of an individual. Health and safety is fundamental to our culture and is at the forefront of everything we do, underpinned by our Engage for Life programme; and
- **competitive landscape:** we believe there is an opportunity to drive market share and rental penetration as customers become accustomed to the flexibility of rental. Between 2010 and 2022, increased rental penetration effectively grew our end market by c. 25% and we see this trend continuing, with a further tailwind provided by environmental concerns and the benefits which arise from rental rather than ownership.

Specifically in relation to ESG-related matters, the most material issues identified 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.



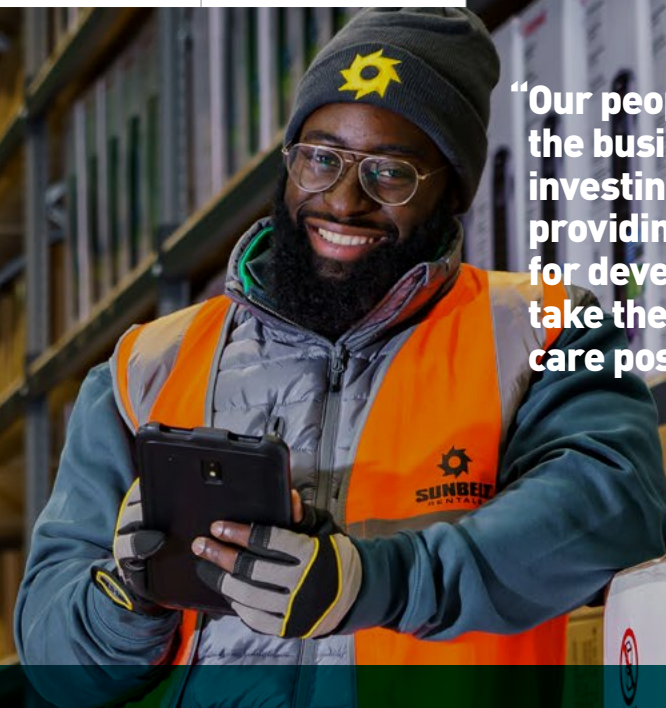
OUR PEOPLE



WHY IT MATTERS

Our people bring enthusiasm and passion every day they come to work with us. 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.

“Our people are key to the business and by investing in them and providing opportunity for development, we take the very best care possible.”



KEY ACTIONS AND INITIATIVES

We enhanced our Engage for Life safety programme with 'Power Up', a wellness approach that gets our employees 'ready to go' every morning. We continue to invest in training and development by providing access to training and online courses. Our pursuit of a more diverse and inclusive workforce took a big step forward as we established our Diversity, Equity and Inclusion Task Force and a women's employee resource group across North America.

PROGRESS

TRIR <1.0

Engage for Life programme driving a culture of safety throughout the business. Total Recordable Incident Rate ('TRIR') is less than 1.0 in North America

87%

Engagement score achieved in our Express Yourself employee survey, with an 83% participation rate

LOOKING AHEAD

- First and foremost, safety is our leading priority. We will continue to drive a culture of safety through our Engage for Life programme across the Group. Nevertheless, we continue to look for ways in which we can enhance further our safety policies and procedures and have improvement plans in a number of areas, including enhancing how we monitor and measure performance, and how we can use technology to enhance safety across the business.
- 2022/23 will be the first full year of our Diversity, Equity and Inclusion Task Force in North America and we will focus on promoting advocacy for diversity across our business and delivering training on diversity topics across the Group.

- Obtaining employee feedback is crucial to maintaining a happy and fulfilled workforce. In North America, our Express Yourself Survey received an 84% participation rate with an 88% engagement score. In the UK, participation in this year's survey was 81% with an 83% engagement rating.

While the result of the engagement surveys is pleasing, there is room for improvement. We have taken the results of the surveys and developed action plans at a local level to address and improve areas of weaker performance.

UN SDGs:



OUR PEOPLE CONTINUED

HEALTH AND SAFETY



The Group's success is built with a culture where health and safety is at its core. We are committed to improving continually our safety performance, both in how we operate and the equipment and services we provide for customers and believe that being recognised for excellence in health and safety provides us with significant competitive advantage.

We target safety improvement through health and safety programmes, engaging employees to keep their own safety and that of their colleagues in mind at all times. 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.

“Health and safety is the backbone of our business and culture. A strong reputation for excellent health and safety is a significant competitive advantage for us.”

SAFETY INITIATIVES

We have core safety processes across all our stores. In North America these include:

- 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 maintenance on the equipment;
- 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.; 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, the US senior leadership team's weekly safety meetings 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.

Similar safety processes operate in the UK, with programmes designed to ensure staff also take responsibility for their own safety. In addition, Sunbelt UK managers undertake a five-day IOSH Managing Safely course.



More of our safety initiatives are outlined in our Annual Report (available from: [Ashtead Group – Annual Report](#)).

CASE STUDY: ENGAGE FOR LIFE

Our Engage for Life safety programme is at the heart of our approach to safety, built on three pillars: culture; community; and commitment. It is the basis for everything we do on safety, developing the controls and culture to reduce, and ultimately eliminate, serious injuries or fatalities. It also focuses on employee health and ensures we have the right skills to work safely.

An important component of Engage for Life is that we demonstrate the dedication to the well-being 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 an Emerald Class Certification Sponsor, for supporting our team members in achieving safety certification, with over 50 team members having completed the programme.



OUR PEOPLE CONTINUED



SAFETY ON THE ROAD

Our fleet of company vehicles drives more than 285 million miles every year delivering our fleet and servicing the needs of our customers. Covering this distance means safety on the road for our drivers and other road users is a huge priority for us. While we have one of the safest fleets in the equipment rental industry, we continue to focus on safety through our commercial vehicle training programme and defensive driving courses so as to target ways in which we can reduce our incident rate. In addition, drivers complete an electronic pre-trip inspection for every journey using their mobile device and we conduct online driver risk assessments that identify safe and unsafe behaviours through interactive driving modules.

Our driver safety programmes use onboard telematics to help us prevent unsafe behaviours or activities on the road. The system is designed to improve driving behaviour but also provides benefits from reduced fuel use, enhanced engine and vehicle maintenance, and fewer accidents.

We are introducing cameras into our delivery and service vehicles to assist our drivers with real-time feedback on behaviours that could lead to vehicle incidents. It also enables recognition of positive actions and a job well done. 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. Through the use of electronic driver logs, our drivers receive real-time feedback on their hours of service and our fleet safety compliance team is able to retrieve driver data immediately.

Since 2020, we have also equipped all new Class 8 trucks in North America with the collision mitigation technology often available in personal vehicles. This is designed to try and prevent a collision or decrease its severity in the moments before it occurs, using a forward collision warning system, adaptive cruise control, lane departure warning system and/or an automatic braking system.

CASE STUDY: SAFETY WEEK

Our latest and first global Environment, Health and Safety week was designed around the theme of getting our teams 'Ready to Go' every day at work.

Each day we highlighted a different safety topic supporting the theme. These included: Power Up, our initiative to get our bodies and minds ready for work each morning with a focus on movement and dynamic stretching; how our safety councils work to engage our teams and ultimately drive safety improvements; a refresher on what ESG means to our business and how it fits into our strategy; a piece on wellness, in particular fatigue, how quality sleep can prevent errors, breathing, and the importance of powering down at the end of each day; finally, we reflected on two years of our Engage for Life programme and how we are performing.

OUR PEOPLE CONTINUED

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.

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.

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) 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, as shown in the table below. All safety and health reporting is made through our online safety reporting system. We remain committed to reducing these rates as much as possible and continue to see progress across the businesses. We are delighted to report that our incident rate improved last year in all geographies.

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.

RECORDABLE ACCIDENTS

		Year ended 30 April			
		2022		2021	
		OSHA	RIDDOR	OSHA	RIDDOR
US	Recordable accidents	190	74	194	114
	Incident rate	0.90	0.17	1.07	0.31
Canada	Recordable accidents	25	5	29	8
	Incident rate	1.49	0.15	2.12	0.29
UK	Recordable accidents	n/a	18	n/a	21
	Incident rate	n/a	0.22	n/a	0.27

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.

OSHA (Occupational Safety and Health Administration) is the measure used to report accidents in the US and Canada.

CASE STUDY: NEW NEAR MISS APP IN THE UK

We have launched a new, easy-to-use app in the UK for our people to report safety near misses. The app can be used by any employee, does not require a login and is automatically downloaded to our employees' work devices.

Employees can remain anonymous when using the app if they wish, and we encourage them to report any near miss they see, however small or seemingly trivial. For all near misses reported we are donating £2 to the mental health charity, Mind.



OUR PEOPLE CONTINUED

CASE STUDY: NEW APP TO ENHANCE ENGAGEMENT WITH OUR TEAM

We know that relevant and consistent communication grows team engagement and improves connections within our business. We also know from our employee survey that our people want to be more connected to the business, our plans and progress. To tackle these two topics head on, we launched 'Interact' our new internal engagement app for North America in December 2021. This is similar to the UK's Interaction app which has proved effective in enhancing communication across the business.

The app provides updates on company news, insights from leadership and the ability to connect socially with Sunbelt colleagues. It is available on all Sunbelt

mobile devices and also personal devices. Since launch c. 7,300 employees have started to use the app.

Interact has several channels offering information on various parts of the business and specific topics including: our safety programme, Engage for Life; human resources information, including support tools for team member well-being; leadership messages; Sunbelt Rentals news; our social channel, Team Member Shoutout, which allows team members to connect and share kudos and praises with fellow colleagues; and Team Sunbelt Social for social engagement among team members.

SUPPORTING OUR CUSTOMERS ON SAFETY

We promote our safety-first culture with our customers and provide training for them on the safe use of our rental fleet. We have c. 40 colleagues focused on customer training and we are working to enhance our customer training department further. We see this as an area of added value for our customers and a way to enhance safety with those we work with and across our sector more widely.

We offer a range of training courses, including train the trainer options and operator training for a range of equipment such as aerial platforms, forklifts and earth moving machines. Issue-specific training includes safe scaffolding; working at height; lock-out, tag-out; traffic control; confined spaces; laser-scanning and surveying; and propane handling.

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.

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 frontline 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.

EMPLOYEE ENGAGEMENT

Getting 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 pride in a job well done, such as when we are helping people get back to normal after a natural disaster. We now hold regular employee surveys in North America

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.

Our Sunbelt 3.0 strategy establishes significant growth goals and we need to ensure we have the correct training structure in place to deliver a workforce that can match our growth plans. We offer a wide range of technical, sales, management and leadership training to all employees.

For our largest group of employees, skilled trades, we have two main approaches to develop

OUR PEOPLE CONTINUED



and the UK, which have received excellent levels of response. We 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.

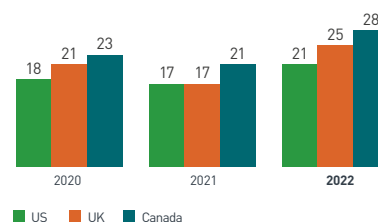
In North America, our Express Yourself Survey received an 84% participation rate with an 88% engagement score. In the UK, participation in this year's survey was 81% with an 83% engagement rating. The majority of team members reported a sense of pride, would recommend Sunbelt as an employer to family, that their managers care about safety and that they trust their manager to do a good job. We analyse the results from the survey and identify areas for improvement, developing action plans down to a local level.

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.

Our sector generally suffers from high turnover rates, especially in some of our skilled trades, such as drivers and mechanics. Our voluntary staff turnover is 18% in the US (total staff turnover is 21%), 22% in Canada (total staff turnover is 28%) and 22% in the UK (total staff turnover is 25%).

STAFF TURNOVER (%)



Calculation

Staff turnover is calculated as the number of leavers in a year (excluding redundancies) divided by the average headcount during the year.

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.

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 is 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 regularly reviewed to ensure they remain competitive and adjustments to the rates are made in order to keep up with 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 beginning January 2022. This policy applies to either parent and is in effect any time during the first year for births, adoptions, or placements of foster children.

Furthermore, with the launch 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 30% of the US workforce identifying themselves as being non-white, as shown in the table below. We are committed to providing opportunities for people from all ethnic groups.

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. We want our people to reflect the communities that we work in and recruit from. With this in mind, we have strengthened our approach to diversity during the year.

Diversity, Equity and Inclusion Task Force

Our newly established Diversity, Equity and Inclusion ('DEI') Task Force in the US held its first meeting in January 2022. The Task Force consists of 14 team members from around the US, each leading a local DEI chapter. Currently there are approximately 450 members. William F. White, our Canadian business, has its own DEI Task Force with seven members.

US DIVERSITY BY JOB TYPE

	Women	Non-white	Overall diversity
Senior and mid-level managers	13%	14%	24%
Professionals	33%	30%	49%
Sales team	14%	20%	31%
Administrative support	45%	27%	58%
Skilled trades	1%	39%	39%
Total	10%	30%	37%

Data provided is for the US only, based on the Group's most recent Equal Employment Opportunity submission as at 30 April 2022. 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.

"The Sunbelt Diversity, Equity and Inclusion Task Force represents our organisation's commitment to support and respect both team members and customers. As part of Sunbelt 3.0, we have been charged to lead by way of ESG, and that social component is in motion with the creation of the DEI Task Force, WISE (Women: Inspired, Supported, Empowered), and the veterans programme. Sunbelt Rentals is becoming more innovative in our way of thinking and fostering connections within our communities in ways we have never done before, and it's exciting to be part of that change."

Matt Jackson, District Manager and President of the DEI Taskforce

One of the first activities of the Task Force was to develop and roll out a DEI playbook for all Sunbelt team members, outlining our approach to diversity, what it means and our plans in this area. Training was also developed and rolled out. All members received training during the first half of 2022, as well as all leaders from across the Group who attended the Senior Leadership Meeting in April 2022. We plan to deliver DEI training to the whole US workforce.

WISE women – employee resource group

We also established an employee resource group to support women in our North American operations. The group is called WISE (Women: Inspired, Supported, Empowered) and met for the first time in late 2021 to establish the group's mission, vision and values statement. The resource group is seeking new members.

New diversity strategy in the UK

Our UK business' DEI working group is called 'Let's Talk Belonging'. The group has around 20 equality, diversity and inclusion ambassadors across the UK who promote diversity within the business. The UK business launched a three-year diversity strategy, as part of Lead with ESG, concentrating on five main areas:

1. fair policies, processes, systems and training for all;
2. support for all those beginning and progressing their career with us;
3. enabling everyone to feel a part of a single Sunbelt team;
4. working towards greater diversity across all business units, functions and levels; and
5. using data and metrics to deliver understanding and improvement in our diversity journey.

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.

We will 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 women's representation across the Group at all levels starting from the grassroots of our organisation.

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

EMPLOYEE WELL-BEING

It is crucial that our workforce is a healthy one, both physically and mentally, and we work hard to look after our people and help them look after themselves. When our staff are on top form, they provide the best service to our customers. We are also there to help when they find themselves in difficulties. At no time were our efforts in this area more apparent than during the pandemic when we prioritised our employees' well-being at all times.

WORKFORCE BY GENDER

	Male	Female	Female %
Number of employees			
Board directors	5	4	44%
Senior management	30	8	21%
All staff	19,199	2,560	12%
Full-time	18,983	2,485	12%
Part-time	216	75	26%
By region			
US	14,422	1,646	10%
Canada	1,426	256	15%
UK	3,351	658	16%



CASE STUDY:

LET'S TALK MENTAL HEALTH

In the UK, our Let's talk Mental Health programme aims to remove stigma surrounding mental health issues and create an environment where everyone feels they can talk openly with one of our trained mental health first aiders if they need to.

The UK business has more than 50 trained mental health first aiders who are available to any employee to talk about how they feel or issues that might be causing them worry or distress.

Alongside our first aiders, the programme raises awareness of mental health issues more widely across our workforce and is delivering mental health awareness training for line managers to enhance their knowledge and support skills. More than 150 line managers have received mental health awareness training and we expect all line managers to have completed the training by the end of 2022.

**LET'S TALK
MENTAL HEALTH**

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.

“We believe that protecting the environment and investing in the greenest rental fleet possible will deliver competitive advantage for our business.”

KEY ACTIONS AND INITIATIVES

As stated, our primary environmental goal is to reduce our Scope 1 and 2 carbon intensity per \$m of revenue by 35% by 2030 and to hit an interim target of 15% by 2024¹. We are focusing our effort on company-owned vehicles, which account for around 80% of our greenhouse gas emissions from operations. We continue to work as a partner in innovation with our equipment suppliers to develop and bring to market more efficient, electric and lower-impact machines. We are also increasingly delivering integrated and environmentally responsible rental solutions for our customers.

PROGRESS

-22%

Our Scope 1 and 2 carbon intensity of 42.2 tCO₂e per \$m of revenue was 22% lower than our benchmark year¹

20%

Approximately 20% of our rental fleet is comprised of battery, electric, hybrid and solar powered assets. These include assets such as electric scissor lifts and tower lights

LOOKING AHEAD

In FY 2023, we will take delivery of a range of electric light and heavy commercial vehicles ('EVs') as we test EVs in our operations.

To enhance our carbon reporting, we are measuring Scope 3 carbon emissions from our supply chain and customers' use of our equipment.

UN SDGs:



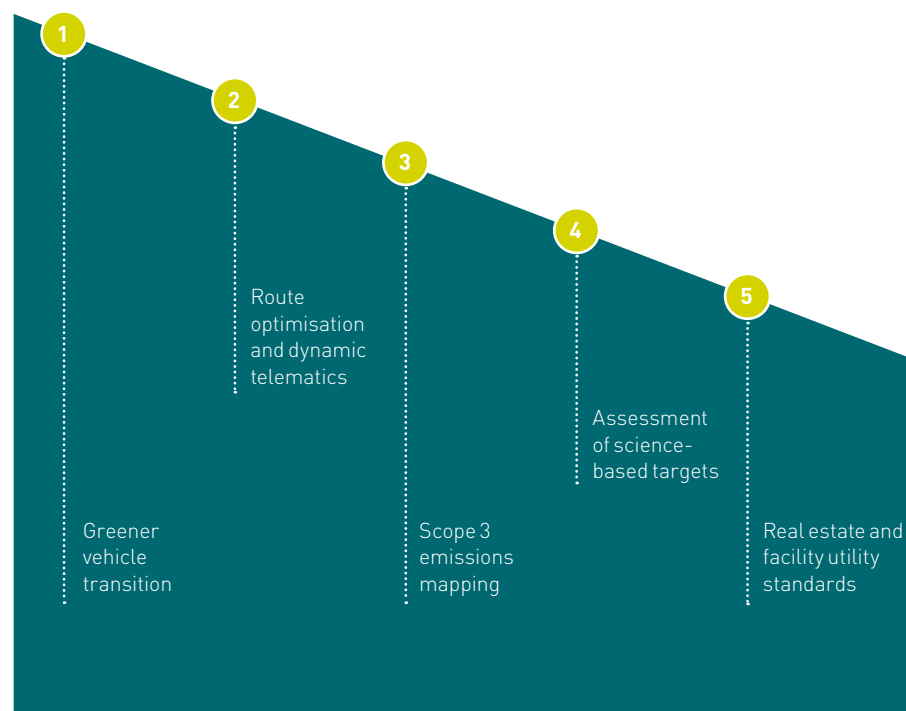
¹ Carbon intensity reduction target relates to Scope 1 and 2 emissions compared with a benchmark year of 2018.

THE ENVIRONMENT CONTINUED

OUR ENVIRONMENTAL ROADMAP

NEAR TERM

TARGET: 15% BY 2024



MEDIUM TERM

Change in heating/hot water infrastructure

Step change in service/sales vehicle procurement & purchased electricity

LONG TERM

GOAL: 35% BY 2030

Migration to alternative energy for HGVs/tractors

All new vehicles use alternative energy sources

Completion of retrofit of heating and hot water infrastructure

Continuous innovation of rental fleet to reflect latest environment 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 is 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 (see [greening our rental fleet](#)).

However, we are not content with simply being a buyer of next generation equipment; we want to influence and support our larger suppliers to accelerate the shift to a low-carbon economy. We work closely with them 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 also 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.

CASE STUDY: INVESTING IN GREENTECH

As part of our investment in supporting the transition to a lower carbon economy, we have also made certain targeted investments. For example, we have invested in Viridi Parente, the parent company of Green Machine and Volta Energy. Green Machine is involved in the development of mobile electrification applications through the use of lithium-ion technology, while Volta is developing stationary applications for distributed energy storage systems. We have been working with Green Machine as part of our partnership with Bobcat on the development of a battery-powered skid steer, and by supporting the development of their battery technology we are looking to progress the battery technology capabilities within our equipment.

We are proud that there is also a social element to this investment. Viridi Parente is based in Buffalo, New York and in developing their facility, has made a significant investment in the local community, converting an abandoned General Motors' plant into a hub for greentech jobs and community organisations.

THE ENVIRONMENT CONTINUED

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.

BENEFITS OF A SHARING ECONOMY

The rental industry embodies the sharing economy and there are clear benefits of rental over ownership from a cost and environmental point of view. For many years, as Ashtead has grown, we have advocated how rental is a cost-effective, convenient and reliable alternative to ownership for our customers. 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, the climate crisis 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.

Aligned with a circular economy

We believe renting a well-maintained piece of equipment rather than owning it, is an inherently more sustainable choice. The rental model successfully delivers on many aspects of the sharing economy:

- reducing resource consumption and waste;
- reducing emissions through shared use of efficient products;
- extending equipment lifespan through optimal maintenance, repair and refurbishment; and
- recycling or repurposing equipment when it reaches the end of its life. When equipment reaches the end of its service life with us it will usually have many years of use left and we sell it into the secondary marketplace.

CASE STUDY: ZERO-CARBON SOLUTIONS FOR THE COP26 AND G7 MEETINGS IN THE UK

At the COP26 Climate Change Conference in Glasgow in December 2021, we delivered a range of greener equipment solutions. These included a fleet of 35 electric bikes for carbon-free travel around the Summit, 120 electric telehandlers and powered access machines, and 50 solar lighting towers. We also provided the world's first completely off-grid, portable, EV charging solution for vehicles transporting dignitaries during the meeting. The solution ensured diesel-free transport by using innovative battery storage units backed up by the latest Stage V on-demand generators powered by locally sourced, renewable hydrotreated vegetable oil ('HVO'), a diesel alternative that reduces carbon emissions by 90%.

We also provided infrastructure solutions for the 47th G7 Summit. Working across two transport and logistics hubs we provided low-emission plant and solar lighting to minimise emissions and virtually eliminate operating noise. Security teams were housed in our energy saving eco welfare cabins, which were linked to smart on-demand power generators running on HVO, which saved the equivalent of 63,700kg of carbon compared to traditional fuels. Our new electric bike fleet was also used for sustainable travel between Summit sites.

THE ENVIRONMENT CONTINUED

OUR CARBON IMPACT

Our industry has an important role to play in reducing energy consumption and hence carbon emissions, both through bringing greener technologies to market and delivering the benefits of a sharing economy. However as we are a growing business with ambitious expansion plans, our absolute greenhouse gas ('GHG') emissions will necessarily increase in the near term. We continue to evaluate how best we can limit that increase and mitigate the impact, and while our absolute carbon emissions will increase in the near term, 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 North America, due to the size of our operation, we collect data from the significant vendors and then use this to estimate emissions attributable to the balance, with approximately 8% of our consumption estimated in the year ended 30 April 2022. In the UK, we collect data from all Scope 1 and 2 suppliers and hence, there is no estimation involved.

Greenhouse gas emissions

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

The reduction in the Group's Scope 2 (purchased electricity) emissions in 2022 is as a result of the UK sourcing electricity from renewable sources which are REGO (renewable energy guarantees of origin) backed (see [sourcing renewable energy](#)). As a result, Scope 2 emissions in the UK have been largely eliminated during 2021/22 with the remaining emissions relating to a small number of locations where energy is sourced through a third party. In the US and Canada, we are working to adopt similar arrangements.

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 22% from 54.0 in our baseline year of 2018 to 42.2 in 2021/22.

EXPANDING OUR EMISSIONS REPORTING

Historically we have not reported Scope 3 emissions due to the difficulty in gathering accurate and reliable information. We are working to quantify our Scope 3 emissions so we can monitor these and report on them in the future. The majority of these arise through our customers' use of our equipment on their sites and projects, emissions from the use of sold rental equipment subsequent to our ownership and the embedded carbon in our supply chain. Consequently, they are based on broad assumptions which are inherently difficult to validate. Accordingly, our Scope 3 emissions will always be subject to a significant degree of estimation uncertainty.

While we are focused on reducing the carbon emissions which arise from the use of our assets, we nevertheless believe that they are likely to increase as we grow over the medium term until technological advancements and increased manufacturing capacity reduce reliance on the diesel engine. Instead, given the lack of alternative assets available today and limited manufacturing capacity, we expect any

transition 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 4/5 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.

MWH

	2022			2021
	Renewable sources	Non-renewable sources	Total	Total
Consumption of fuel	–	1,239,489	1,239,489	1,183,275
Consumption of purchased electricity	8,346	77,640	85,986	82,904
Total energy consumption	8,346	1,317,129	1,325,475	1,266,179

Energy consumption from the Group's lighting, grip and lens business in Canada are not included. We believe that these are immaterial to the Group's overall energy consumption but are working to collect this data going forward.

SCOPE 1 AND 2 EMISSIONS¹

		2022	2021
Scope 1	tCO ₂ e/year ²	302,843	288,438
Scope 2	tCO ₂ e/year ²	26,977	30,532
Total	tCO ₂ e/year ²	329,820	318,970

Notes:

- 1 In order to calculate the GHG emissions and total energy consumption in MWh, we have used 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 2020, as well as the US Environmental Protection Agency. Emissions have been measured using a 'market-based method'.
- 2 tCO₂e/year defined as tonnes of CO₂ equivalent per year.

CARBON INTENSITY RATIO

	2022	2021
Emissions per \$m of revenue (tCO ₂ e/\$m)	42.2	48.8

THE ENVIRONMENT CONTINUED

ENVIRONMENTAL OPPORTUNITIES



ELECTRIFYING OUR COMPANY VEHICLES

Approximately 80% of our Scope 1 and 2 carbon emissions come from our vehicle fleet. We drive over 285 million miles each year delivering and collecting our rental equipment with a fleet of over 14,500 company vehicles. Tackling emissions from our vehicle fleet is the main way we will hit our 2030 target to reduce carbon intensity by 35% and we are doing this in two ways:

- using the vehicles that we have in the most efficient way possible. We do this through onboard telematics to monitor driving efficiency, location-based tracking of 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 are working with our manufacturers to test a range of EVs for the

business across our sales, service and delivery fleet. This is an area that will deliver significant carbon savings but will take longer to establish and require significant capital investment, both in relation to the purchase of the vehicle but also in developing the charging infrastructure.

In North America, we have started trialling Ford e-Transit vans and have also ordered 10 fully-electric Class 8 tractors. The tractors from Peterbilt and Freightliner will allow us to start assessing the benefits and challenges of running fully-electric heavy trucks in terms of mileage, efficiency, cost and maintenance. All our Class 8 trucks will operate in stores in California where distances between our stores and customers are shorter and more suited to EVs.

By far our biggest commitment is an order of up to 700 Ford F-150 'Lightning' electric light duty trucks. This will account for a significant portion of our fleet of around 2,500 Ford F-150s.

SOURCING RENEWABLE ENERGY

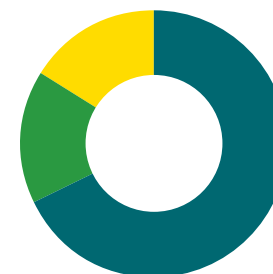
In the UK, we already use 100% certified renewable electricity across our store network. We are also looking to transition to renewable power sources in North America, including options to generate renewable electricity directly at our stores.

In February 2022, our first solar power installation went live at our Warner Robins store in Georgia. We have installed 108 photovoltaic solar panels at the store, which will produce almost 100% of its electricity needs. Energy simulations for the installation estimate annual electricity production of 63.5 MWh, delivering savings of 45 tonnes of CO₂ emissions, which is the equivalent of 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. We work closely with our suppliers to develop the next generation of equipment, constantly innovating, trialling and improving on today's technology. 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.

GROUP FLEET COMPOSITION



Fossil fuel.....
Electric.....
Other, inc. non-powered



THE ENVIRONMENT CONTINUED



We have an intentional focus on investing in next generation, low and zero-emission technology including battery, electric, solar and hybrid options. We already have one of the most comprehensive ranges of green equipment available in the market and we are committed to working closely with all our suppliers to help them develop the most environmentally sustainable equipment that we can then buy.

In addition, we have developed partnerships with suppliers to introduce alternative energy and fuel solutions for our customers. HVO (hydrotreated vegetable oil) fuel 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 proven to create a 90% reduction in net carbon emissions (CO₂e) over the entire life cycle. Several of our UK national customers have already made the switch.

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.

To more accurately assess the volumes of waste we generate and recycle, we are working with our waste contractors across our 1,200+ locations. We are actively 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 suppliers to develop takeback programmes for equipment packaging and protective materials. We offer recycling at our owned rental sites, partnering with suppliers to enhance the recyclability of products.

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 North America, 26% 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. We are completing a similar exercise for our UK operations to give a complete picture for the whole Group.

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.

OUR COMMUNITIES



WHY IT MATTERS

With more than 1,200 stores, we are present in a lot of local communities. We strive to always have a positive impact and do this through job creation, charity support, volunteering and responding to emergencies.

“Our communities are an extension of our people and their families. We strive to always have a positive impact.”



KEY ACTIONS AND INITIATIVES

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 continued to grow and we were able to support, often as a first responder, in times of crisis. We maintained some of our long-term charity partnerships, investing in key initiatives and supporting through our employee volunteering days.

PROGRESS

298

During Sunbelt 3.0, we planned to open 298 new locations, offering more possibilities for positive impact through career creation, volunteering, supporting local causes and responding to emergencies

Top-50

Recognised as a Top-50 military-friendly employer

LOOKING AHEAD

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

UN SDGs:



OUR COMMUNITIES CONTINUED

OUR COMMUNITIES



Sunbelt 3.0 established a plan to open 298 new stores in North America by 2024, extending our footprint into new markets and building out our clusters further. As we open more stores in new locations, our opportunity to deliver positive impact in our local communities also 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.

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 local young people and veterans.

Enhancing employee volunteering

We can support our communities and transfer valuable skills through employee volunteering. We have always had a volunteering allowance, but in 2021/22 we enhanced our volunteering policy, aligning and improving different pre-existing policies across the Group.

To further our volunteering activities, we are investigating ways to enhance the employee uptake of volunteering opportunities and how we can co-ordinate 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 were never more evident than in our response to the COVID-19 pandemic, where during an unprecedented time, we mobilised our team to deliver a wide range of products to build the UK's network of testing sites.

CASE STUDY: RESPONDING TO COVID-19

In the UK, we worked with the Department of Health to establish a national network of over 600 testing sites to support the test and trace programme over a two-year period.

These testing centres have now been full demobilised, but used a wide range of equipment including:

Over
66,000
traffic cones and signs

Nearly
130km
of fencing and barriers

Approximately
2,270
accommodation units

1,500
tower lights

We have received recognition from the UKHSA (UK Health Security Agency)



12th August 2022

Re: Thank you for your committed service

On behalf of everybody at UKHSA, I would like to express my deepest thanks for the work of your teams during the pandemic. The past two and a half years have presented extraordinary challenges for our country and its people.

The pandemic demanded a mobilisation of a network of test sites and mobile testing units, the scale and pace of which was unprecedented. Your volunteer response, in, and your ability to work collaboratively with both the civil service and other private organisations allowed us to establish a testing network that proved fundamental to the success of our pandemic response.

Together we worked to process more customers through each site, build a larger testing capacity and track incidents with increasing detail so that lessons could be learned. This resulted in several customer satisfaction rates in excess of 90%, which is higher than the national average across the whole field. We had extremely fortunate to have been part of such amazing teams, and the proof of our collective success is visible over 10 million tests were delivered through the Sunbelt Test Sites and the country has been able to return to normality, in part, because of your hard work and leadership.

Furthermore, the exceptional dedication and hard work that your teams have demonstrated during the national distribution project has been highly appreciated. They have worked tirelessly to fulfil and accelerate the original timeline, resulting in high financial savings to the taxpayer. This money will now be directed towards other pressing health needs.

Your team's work has also produced wider benefits, reaching beyond UKHSA, in the effort to donate and repurpose resources to public institutions and humanitarian causes, such as helping with relief in Ukraine. It cannot be overstated just how far reaching the impact of their amazing work has gone and their commitment will continue to be a source of inspiration and testament for future generations.

Please pass on our thanks on behalf of the UKHSA.

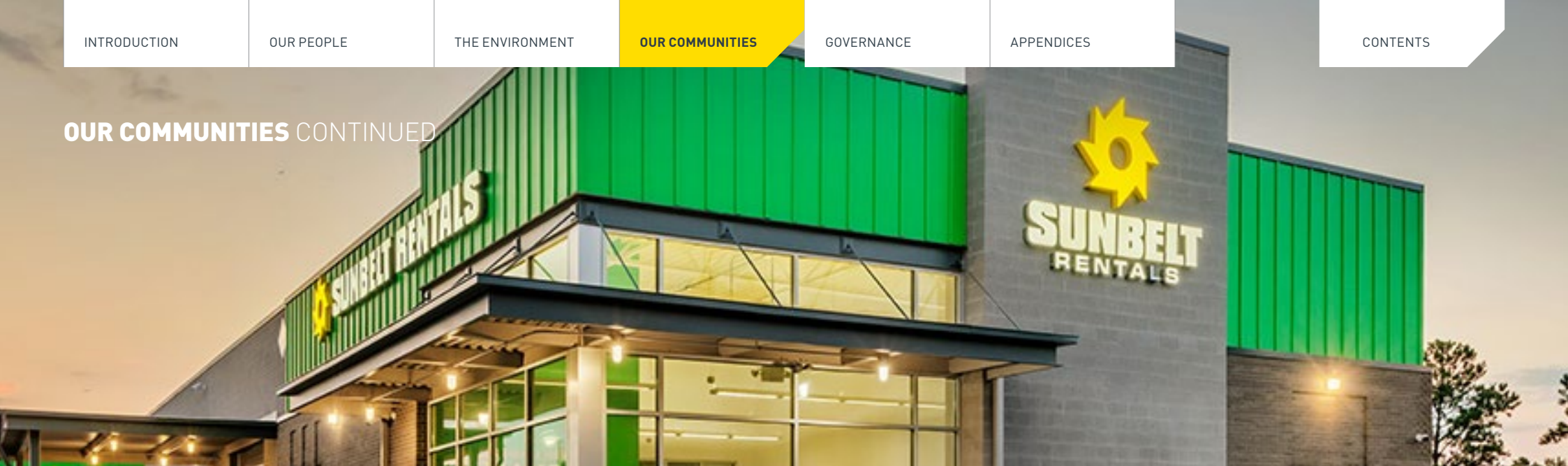
Alexis Goodson

Deputy Director of in-Person Testing
UK Health Security Agency

Oliver Mann

Chief Operating Officer – Testing
UK Health Security Agency

OUR COMMUNITIES CONTINUED



RECRUITMENT



With the Sunbelt 3.0 strategy, our Group is in growth mode. We are targeting 298 greenfield store openings in North America and have added 123 locations in 2021/22, 88 of which were greenfield locations. Recruiting the best new talent is critical for supporting these growth plans and this will have a huge positive impact on 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. To deliver in this area we have expanded our recruitment team with 20 new recruiters.

We are also reviewing 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 including:

- our US Co-Op programme is a six-month programme where trade school students can apply their knowledge and skills to specific job tasks and demonstrate their potential to join our team as a technician-in-training or technician when they graduate from trade school;
- the Jumpstart Sales programme and Jumpstart Manager in Training programme that identifies top talent out of college and the military, and places them through an accelerated training programme; and
- an Executive Leadership Development programme.

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. There are six apprentice streams – plant maintenance, customer service, driver, electro technical, mechanical engineering and civil engineering. In 2021, we took on 29 trainees and plan to recruit over 60 apprentices in the coming year. Our scheme boasts an 85% completion rate compared to the industry rate of c. 60%.

OUR COMMUNITIES CONTINUED

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 are fully aware of the benefit 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. More detail on our veterans programme can be found on [our website](#).

UK armed forces

Our commitment to employing armed forces 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.

In the UK, we were awarded the gold Armed Forces Covenant in June 2022 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 Ministry of Defence Careers Transition Partnership to actively 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.

“You can’t underestimate how well you’ve been trained in the military. The training is second to none and military personnel can accept responsibility and ‘get the job done right’. Everything you work on in the forces has been done to the very highest quality. The skills gained in logistics and moving troops and fleets of military vehicles and kit are all vitally important and highly valued in companies like Sunbelt Rentals.”

Jim McLachlan, Traffic Management Director, Sunbelt UK and ex-Royal Corps of Signals, the UK Army’s professional communicators



CASE STUDY: SUNBELT RENTALS IS A TOP MILITARY-FRIENDLY EMPLOYER

In the US, Sunbelt Rentals has been designated as a ‘top-50’ Military Friendly Employer in 2022. We achieved a silver award meaning we scored within 20% of the 10th ranking employer – an achievement attained by only select companies. 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.

“Sunbelt Rentals is very proud to receive this recognition. We value the work ethic and dedication of our military employees and are committed to growing our Veterans Program to support them.”

Brad Lull, Executive VP of Central Operations



OUR COMMUNITIES CONTINUED

CHARITY FOCUS: WEAPONS DOWN, GLOVES UP

We want to build sustainable skills and employment opportunities wherever we work and Weapons Down, Gloves Up, a registered charity that combines boxing and employability training, is a perfect fit for Sunbelt UK. Supported by ex-world champion boxer, Tony Bellew, Weapons Down, Gloves Up uses the power of sport to get young people off the streets and into employment.

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 (Not in Education, Employment or Training) 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 the project can achieve its ambition of finding sustainable employment for 1,000 young people by 2023.

“I am absolutely blown away by what the team is achieving. This is real social impact in action – and I am so proud that we are part of something that is really helping to change lives for the better.”

Andy Wright, CEO Sunbelt UK

CHARITIES



GARY SINISE FOUNDATION

We are in the seventh 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 supply equipment needed by contractors building R.I.S.E. projects at no charge.

We also support the Foundation's First Responders Outreach programme, which provides critical funding for America's firefighters, police departments and EMTs, and Snowball Express, a programme serving the children and surviving spouses of fallen military heroes.

In 2021, we expanded our partnership to include the Foundation's newly launched 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. Last financial year, we contributed nearly \$1m in monetary and in-kind equipment donations to the Foundation. Our goal is to bring heightened awareness to the Foundation's work through continued fundraising and outreach initiatives in an effort to help positively impact the lives of veterans, defenders, and first responders. This year we launched a national fundraising sweepstake with the chance to win a Ford Bronco, to raise further funds and awareness.

UK CHARITY PARTNERS

In the UK, we work with a number of charities including The Prince's Trust, Teach First and CRASH.

The Prince's Trust provides support to disadvantaged or struggling young people aged 11 to 30. It offers hundreds of free courses, grants and mentoring opportunities to inspire young people to build their confidence, start a career and achieve their full potential.

Teach First recruits and trains teachers, placing them in schools in low-income communities. We provide valuable funding to Teach First and provide volunteering opportunities to our employees to support the charity's teachers and pupils in partner schools.

CRASH is the construction industry's charity that helps homeless and hospice organisations with their construction projects. This is our 12th year as patrons of this charity.

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.

KEY ACTIONS AND INITIATIVES

With the launch of Sunbelt 3.0 and our commitment to Lead with ESG, we further strengthened governance in this area with the Board of directors assisting in monitoring our ESG initiatives through the work of the Group Risk Committee. The Group Risk Committee meets twice a year and is chaired by Michael Pratt, our chief financial officer and includes the Group's managing director for ESG. We also established a new share-based incentive plan for Sunbelt 3.0 that applies to Ashtead's top 400 leaders of which 20% is linked to ESG performance and the achievement of specific environmental and employee engagement goals.

Full details of our corporate governance can be found in the [Annual Report and Accounts 2022](#).

PROGRESS

20%

ESG 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 will remain focused on the risks of modern slavery on our business and ways in which we can further enhance our efforts in this area. We are paying 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 2021/22 with the provisions set out in the Code and have provided details within our Annual Report and Accounts 2022, available on the Group's website ([Ashtead Group – annual reports](#)). We have not sought to repeat those disclosures here in detail, 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 a 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 ESG

The Board has overall responsibility for the Group's strategy including in relation to ESG 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. In addition, ESG 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 ESG matters.

On a day-to-day basis, the Group's chief executive is responsible for executing against the Group's strategy, including: liaising with suppliers and customers to bring more environmentally friendly equipment options to market; directing the business in relation to reducing emissions through the Group's direct operations; and approving the required capital expenditure plans. The chief executive is supported in these activities by the Group's chief financial officer.

INCENTIVISING ESG PERFORMANCE

To support the delivery of the 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, ESG-related performance targets make up 20% of the incentive plan award, with half 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 2022 which is available on the Group's website ([Ashtead Group – annual reports](#)).

IDENTIFYING SUSTAINABILITY RISKS

Identifying ESG 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.

ESG 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. For more detail, see the principal risks and uncertainties section in the Group's Annual Report and Accounts 2022.

GOVERNANCE CONTINUED

CORPORATE BEHAVIOUR



BUSINESS ETHICS

We believe that high standards of business ethics are crucial in today's business world. Our commitment is laid out in our Group business ethics and conduct policy, which is updated annually. The Group Risk Committee works to ensure that our standards and expectations are clearly communicated and upheld throughout the Company.

All policies are available on the [Group's website](#) and together they define our approach to ethical conduct and our expectations of our employees and suppliers, with more detailed policies implemented by each of our businesses. They are part of our way of doing business and are embedded in our operations. We communicate the content of our policies directly to employees through dedicated communication and training programmes.

We provide ethics training to employees across the Group to ensure they are aware of our policies and expectations for ethical behaviour and Group and individual responsibilities relating to regulations such as the UK Bribery Act and Modern Slavery Act and the US Foreign Corrupt Practices Act. Training is provided every two years in North America, with the next training year being 2022/23, and annually in the UK. 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 seriously to all our employees and those who may be affected by our activities. 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, pay and hours, and 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 service is 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.

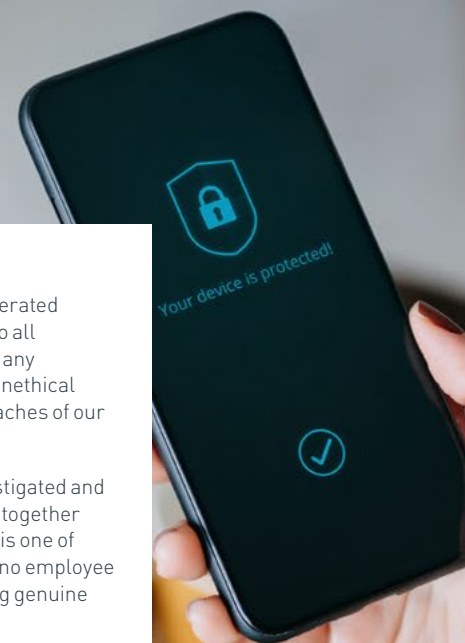
All whistleblowing matters are investigated and outcomes are reported to the Board together with any action taken. Our approach is one of non-retaliation and we confirm that no employee will suffer any detriment from raising genuine concerns about ethical conduct.

CYBER SECURITY

As the world continues to move online, awareness, monitoring and adaptability to cyber security issues is ever more crucial for us especially because we are highly dependent on digital technology for the delivery of our services and the smooth running of our business. Our priorities are monitoring for any potential cyber security vulnerabilities and working to ensure business continuity under all potential scenarios. Full details relating to cyber security risk are provided in our Annual Report and Accounts 2022.

Cyber security month

Cyber security month is our annual event to raise awareness of the importance of cyber security in the workplace and at home. The event involves different weekly themes and our latest event in November 2021 included awareness and differentiation of a cyber security incident, weakness or event; keeping information secure and cyber threats, such as phishing; and effective password security and policy.



GRI INDEX

GENERAL DISCLOSURES

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
GRI 102: ORGANISATIONAL PROFILE			
102-1	Name of organisation	Ashtead Group plc	
102-2	Activities, brands, products and services	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. An overview of the Group's business model is provided within this report (see page 7), with further details of the Group's activities, products and services provided within the Group's Annual Report and Accounts 2022.	See business model Annual reports – Ashtead Group
102-3	Location of headquarters	100 Cheapside London EC2V 6DT United Kingdom	
102-4	Location of operations	Nationwide networks across the US, Canada and UK, details of which are provided within the Group's Annual Report and Accounts 2022 available from the Group's website (www.ashtead-group.com).	Annual reports – Ashtead Group
102-5	Ownership and legal form	Public limited company	
102-6	Markets served	Nationwide networks across the US, Canada and UK. Disclosure of products and services, markets served and types of customers is provided within the Annual Report and Accounts 2022, within "Our Market" pages 10-15 and "Our Business Model" pages 16 to 21.	Annual reports – Ashtead Group
102-7	Scale of the operation	Disclosure of the scale of the organisation including financial information is outlined within the Annual Report and Accounts 2022, within "At a Glance" pages 2-3	Annual reports – Ashtead Group
102-8	Information on employees and other workers	Details of the total number of employees by employment type, gender and region provided on page 22 based on the position as at 30 April 2022.	See workforce by gender
102-9	Supply chain	The Group primarily buys new equipment from vendors with strong reputations for product quality and reliability. In North America, the five largest equipment manufacturers from which Sunbelt Rentals purchased equipment in 2021/22 were Clark Equipment, JCB, JLG Industries, Multiquip and John Deere. These suppliers accounted for approximately 51% of the Group's capital expenditure on rental equipment in North America in 2021/22. In the UK, the Group has continued to rationalise the number of suppliers from which it purchases new equipment. The five largest equipment manufacturers from which Sunbelt UK purchased equipment in 2021/22 were JCB, Genquip, Leica, Pramac-Generac and Thurston. These suppliers accounted for approximately 44% of the Group's UK capital expenditures on rental equipment in 2021/22. Details of our supply chain have been outlined within our Modern Slavery statement.	See modern slavery statement
102-10	Significant changes to the organisation and its supply chain	There have been no significant changes to the Group's structure, ownership or supply chain in the year. Details regarding Sunbelt Rentals supply chain has been outlined within our Modern Slavery statement.	See modern slavery statement

GRI INDEX CONTINUED

GENERAL DISCLOSURES

DESCRIPTION	ADDITIONAL INFORMATION	REFERENCE
102-11 Precautionary Principle or approach	The Group recognises the importance of identifying and managing the financial and non-financial risks faced by the business. In response to this, it has developed a rigorous risk management framework designed to identify and assess the likelihood and consequences of risks and to manage the actions necessary to mitigate their impact, including those related to environmental concerns. Details of the risk identified in relation to environmental matters is set out within the Group's principal risks and uncertainties disclosure given within the Annual Report and Accounts 2022, starting on page 34, as well as within the Task Force on Climate-related Financial Disclosures commencing on page 73.	Annual reports – Ashtead Group
102-12 External initiatives	Not applicable – the Group has not subscribed to or endorsed externally-developed economic, environmental and social charters, principles, or other initiatives.	
102-13 Membership of 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). These are managed both at a corporate and a business level and are dependent on geographical location.	
GRI 102: STRATEGY		
102-14 Statement from senior decision maker		See Q&A with our chief executive
102-15 Key impacts, risks and opportunities	Overview of the key impacts, risks and opportunities detailed throughout this sustainability report. In addition, disclosure made within the Group's Task Force on Climate-related Disclosures statement within the Annual Report and Accounts 2022 considers these areas.	Annual reports – Ashtead Group
GRI 102: ETHICS AND INTEGRITY		
102-16 Values, principles, standards, and norms of behaviour	Overview of approach to values, principles, standards and norms or behaviour provided within the governance section of this report. Further details are provided within the "Corporate governance report" section of our Annual Report and Accounts 2022, commencing on page 80.	See Governance Annual reports – Ashtead Group
102-17 Mechanisms for advice and concerns about ethics	The Group operates whistleblowing facilities for any concerns to be raised, details of which are provided on the Group's website.	See whistleblowing
GRI 102: GOVERNANCE		
102-18 Governance structure	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. Further details are provided within the "Corporate governance report" section of our Annual Report and Accounts 2022, commencing on page 80.	See Governance Annual reports – Ashtead Group
102-19 Delegating authority		
102-20 Executive-level responsibility for economic, environmental, and social topics		
102-21 Consulting stakeholders on economic, environmental, and social topics		
102-22 Composition of the highest governance body and its committees		
102-23 Chair of the highest governance body	Paul Walker	

GRI INDEX CONTINUED

GENERAL DISCLOSURES

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
102-24	Nominating and selecting the highest governance body	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 2022, commencing on page 80.	Annual reports – Ashtead Group
102-25	Conflicts of interest		
102-26	Role of highest governance body in setting purpose, values, and strategy		
102-27	Collective knowledge of highest governance body		
102-28	Evaluating the highest governance body’s performance		
102-29	Identifying and managing economic, environmental, and social impacts		
102-30	Effectiveness of risk management processes		
102-31	Review of economic, environmental, and social topics		
102-32	Highest governance body’s role in sustainability reporting	The Group’s Audit Committee reviews and approves the Group’s key sustainability disclosures, including the Group’s Sustainability Report and sustainability-related disclosures included within the Group’s Annual Report and Accounts.	
102-33	Communicating 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
102-34	Nature and total number of critical concerns	The Group’s principal risks and uncertainties, and the mechanism used to manage these topics, are detailed within the Group’s Annual Report and Accounts 2022, commencing on page 32.	Annual reports – Ashtead Group
102-35	Remuneration policies	The Group’s approach to remuneration, including details of its remuneration policy, is included within the Group’s Annual Report and Accounts 2022, commencing on page 97.	Annual reports – Ashtead Group
102-36	Process for determining remuneration	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 2022, commencing on page 97. In addition, the CEO’s annual total compensation ratio as calculated in accordance with UK legislation, is provided on page 114 of the Group’s Annual Report and Accounts 2022.	Annual reports – Ashtead Group
102-37	Stakeholders’ involvement in remuneration		
102-38	Annual total compensation ratio		
102-39	Percentage increase in annual total compensation ratio		
GRI 102: STAKEHOLDER ENGAGEMENT			
102-40	List of stakeholder groups	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.	
102-41	Collective bargaining agreements	At 30 April 2022, our workforce consisted of 21,752 employees, of which 17,750 were located in North America and 4,002 were located in the UK. As at 30 April 2022, we had 1,029 employees in the US who are members of the laborers’, teamsters’ or operating engineers’ unions. We believe that, overall, our relations with our employees are good.	

GRI INDEX CONTINUED

GENERAL DISCLOSURES

DESCRIPTION	ADDITIONAL INFORMATION	REFERENCE
102-42 Identifying and selecting stakeholders	The Board of directors has overall responsibility for ensuring we engage effectively with our stakeholders, while day-to-day responsibility rests with individual business units. Board members are encouraged to engage with our stakeholders directly, for example through site visits to meet employees, investor meetings or attendance at the Group's annual general meeting. The Board also receives feedback from management on stakeholder viewpoints through board reports, investor feedback reports from our brokers and employee surveys. Further details as to our engagement with stakeholders is provided within the Group's Annual Report and Accounts 2022, pages 42-43.	Annual reports – Ashtead Group
102-43 Approach to stakeholder engagement		
102-44 Key topics and concerns raised		

GRI 102: REPORTING PRACTICE

102-45 Entities included in the consolidated financial statements	Details of the entities included within the Group's consolidated financial statements are provided in Note 33 of the Group's Annual Report and Accounts 2022.	Annual reports – Ashtead Group
102-46 Defining report content and topic boundaries	In determining information to be disclosed, the Group has assessed the most material matters in relation to sustainability matters and included the impact of these on the Group and its operations as a minimum.	See material topics
102-47 List of material topics		See material topics
102-48 Restatements of information	Not applicable	
102-49 Changes in reporting	This is the Group's first, standalone sustainability report published. However there have been no changes in the preparation of information which has been previously disclosed.	
102-50 Reporting period	1 May 2021 to 30 April 2022	
102-51 Date of most recent report	Not applicable	
102-52 Reporting cycle	This is the Group's first, standalone sustainability report published although information has previously been provided as part of the Group's disclosures within the Annual Report and Accounts. Going forward, the Group intends to publish a sustainability report annually.	
102-53 Contact point for questions regarding the report	Will Shaw, Director of Investor Relations Email: wshaw@ashtead-group.com Tel: +44 20 7726 9700	
102-54 Claims of reporting in accordance with the GRI Standards	This report has been prepared with reference to the GRI Standards framework, core option.	
102-55 GRI content index		See GRI content index
102-56 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. For the year ended 30 April 2022 the Group has not sought external assurance.	

GRI INDEX CONTINUED

GENERAL DISCLOSURES

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
GRI 103: MANAGEMENT APPROACH			
103-1	Explanation of the material topic and its Boundary	<p>The Group has assessed the most material matters in relation to sustainability matters and included the impact of these on the Group within this sustainability report, together with certain additional information which we believe is relevant to ensuring an understanding of the Group and its operations.</p> <p>It has been concluded that the following GRI aspects are particularly material to the Group: economic performance; climate change; health, safety and well-being; talent and development; employee diversity and inclusion; and local communities.</p> <p>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.</p> <p>The Group will continue to review its relevant topics and update these going forward where appropriate.</p>	See material topics
103-2	The management approach and its components	See each relevant topic.	
103-3	Evaluation of the management approach	See each relevant topic.	
GRI 201: ECONOMIC PERFORMANCE			
201-1	Direct economic value generated and distributed	<p>For the year ended 30 April 2022, the Group's revenue was \$7,962. Economic value distributed includes:</p> <ul style="list-style-type: none"> – operating costs of \$4,353 million, including staff costs of \$1,831 million; – interest paid to providers of debt (including lease liabilities) of \$280 million; – total returns to shareholders of \$679 million, comprising dividends to shareholders and share buybacks; and – total tax contribution of \$1,205 million, comprising taxes borne by the Group of \$432 million and taxes collected on behalf of tax authorities of \$773 million. <p>Further details are provided within the Group's Annual Report and Accounts 2022.</p>	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 2022.	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 2022.	Annual reports – Ashtead Group
201-4	Financial assistance received from government	Not applicable – no financial assistance received from government entities	

GRI INDEX CONTINUED

GENERAL DISCLOSURES

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
GRI 207: TAX			
207-1	Approach to tax	An overview of the Group’s approach to tax is provided within the Group’s Annual Report and Accounts (see pages 46 and 47). In addition, the Group’s tax strategy, which is approved annually by the Board of directors, is available on the Group’s website.	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		
GRI 302: ENERGY			
302-1	Energy consumption within the organisation		See GHG emissions and carbon intensity
302-2	Energy consumption outside of the organisation	Historically we have not reported Scope 3 emissions due to the difficulty in gathering accurate and reliable information. We are working to quantify our Scope 3 emissions so we can monitor these and report on them in the future.	See expanding our emissions reporting
302-3	Energy intensity		See GHG emissions and carbon intensity
302-4	Reduction of energy consumption	In the current year, the UK’s Scope 2 (purchased electricity) emissions have reduced as a result of sourcing electricity from renewable sources which are REGO (renewable energy guarantees of origin) backed. As a result, Scope 2 emissions have been largely eliminated during 2021/22 with the remaining emissions relating to a small number of locations where energy is sourced through a third party.	See GHG emissions and carbon intensity
302-5	Reductions in energy requirements of products and services	As commented upon above, historically we have not reported Scope 3 emissions due to the difficulty in gathering accurate and reliable information. While we are working to quantify these emissions, we are also seeking to reduce the environmental impact of our business through investments in low or zero-emission technology and through innovative use of technology.	See expanding our emissions reporting
GRI 305: EMISSIONS			
305-1	Direct (Scope 1) GHG emissions	See comments above (see energy).	See GHG emissions and carbon intensity
305-2	Energy indirect (Scope 2) GHG emissions		
305-3	Other indirect (Scope 3) GHG emissions		
305-4	GHG emissions intensity		See expanding our emissions reporting
305-5	Reduction of GHG emissions	See comments above (see energy).	See GHG emissions and carbon intensity
305-6	Emissions of ozone-depleting substances (ODS)	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 has reported within our Scope 1 and 2 data.	
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions		

GRI INDEX CONTINUED

GENERAL DISCLOSURES

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE									
GRI 307: ENVIRONMENTAL COMPLIANCE												
307-1	Non-compliance with environmental 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.										
GRI 401: EMPLOYMENT												
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, with turnover being particularly high within the first two years of employment.</p> <p>Turnover statistics by gender is set out below.</p> <table><thead><tr><th></th><th>Male</th><th>Female</th></tr></thead><tbody><tr><td>North America</td><td>23%</td><td>17%</td></tr><tr><td>United Kingdom</td><td>24%</td><td>24%</td></tr></tbody></table> <p>The Group is working on further analysing employee hires with reference to different classifications, including by gender and age group.</p>		Male	Female	North America	23%	17%	United Kingdom	24%	24%	See workforce turnover
	Male	Female										
North America	23%	17%										
United Kingdom	24%	24%										
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		See pay and benefits									
401-3	Parental leave											
GRI 402: LABOUR MANAGEMENT RELATIONS												
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 2022, we had 1,029 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												
403-1	Occupational health and safety management system		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											

GRI INDEX CONTINUED

GENERAL DISCLOSURES

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
GRI 404: TRAINING AND EDUCATION			
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 induction training when an employee starts with the Group and in 2021/22, 7,486 individuals completed induction training. The Group is developing metrics to monitor the level of training hours completed by the Group's employees during each reporting period.	See developing our people
404-2	Programs for upgrading employee skills and transition assistance programs		
404-3	Percentage of employees receiving regular performance and career development reviews	All employees undergo performance reviews annually.	
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY			
405-1	Diversity of governance bodies and employees		See workforce by gender
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.	See US diversity by job type Annual reports – Ashtead Group
GRI 413: LOCAL COMMUNITIES			
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 416: CUSTOMER HEALTH AND SAFETY			
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			
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

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 6.5% for the Group.	See energy consumption
EMPLOYEE HEALTH AND SAFETY			
RT-IG-320a.1	(1) Total recordable incident rate (TRIR) (2) Fatality rate (3) Near miss frequency rate (NMFR)	Ashtead Group measures employee health and safety by reference to RIDDOR recordable accidents and incident rates and in North America, by reference to TRIR. TRIR is calculated for North America as follows: (number of OSHA reportable incidents x 200,000)/average hours worked. This results in a TRIR of 0.94 for 2021/22 for North America. 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 2022, the total original equipment cost of the Group's rental fleet was \$13.5bn.	N/A
RT-IG-000.B	Number of employees	The total number of employees as at 30 April 2022 was 20,456.	N/A

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