

# SUSTAINABILITY THROUGH THE POWER OF RENTAL

Sustainability remains a priority for the Group and is embedded within our core strategic actionable components. We have always prioritised our people and their safety, while providing our customers with a reliable alternative to ownership, supporting the communities we serve across our store network, limiting the environmental impact of our operations and ensuring a strong governance framework. We are committed to delivering long-term sustainable success of the Group for the benefit of all our stakeholders. Our latest strategic plan, Sunbelt 4.0, solidifies the focus on sustainability across the Group.

Sustainability under Sunbelt 4.0 is about advancing our customer centric approach, while strengthening our operational focus targeted to Sunbelt's key impacts and opportunities. The best way to engage our people on the value of sustainability is by connecting it to the organisational principle of customer obsession. We are strengthening our sustainability focus across four core areas:



**Operations:** when it comes to our direct operational impacts, we continue to focus on opportunities to reduce our direct carbon footprint (Scope 1 and 2) and our management of waste and water;



**Customers:** rental is inherently a sustainable business model, but through providing the linkage between customers and original equipment manufacturers ('OEMs'), we can drive sustainable practices through the value chain. Specifically, by leveraging our platform, expert teams and unmatched partnerships with OEMs, we help to accelerate the transition to lower carbon solutions;



**People:** health and safety remains our key priority, and we are committed to continually improving our safety performance, both in how we operate and the equipment and services we provide our customers. Our people strategy under Sunbelt 4.0 is centred around attracting, developing and retaining our team members while enhancing our inclusive culture; and



**Communities:** we strive to drive greater impact by investing more in our community and finding new ways to connect with our customers on shared values. Our community investment areas of focus include supporting our veterans, youth support and empowerment, improving health and well-being and supporting communities to recover and rebuild after disasters.

This Responsible business report works alongside the Group's more detailed disclosures within the Sustainability report, to provide information for stakeholders on our activities on sustainability. We expect this year's Sustainability report to be published in the autumn of 2025.

## Material topics

As part of our risk management process, we assess regularly the most material matters to the Group, including those related to sustainability, and assess their potential impact on our business and the generation of long-term value. Following a formal materiality assessment completed in 2020, we have reviewed our material topics on an annual basis, taking into account any new emerging risks and opportunities. We have prioritised our material topics based on their potential impact on our business operations and

importance to our stakeholders, structuring our considerations around our four key sustainability areas: operations; customers; people; and communities.

To evolve our approach, we are undertaking a double materiality assessment. This assessment considers the Group's impact on the environment and society, as well as the potential

## OUR COMMITMENT TO THE UNGC AND SDGs

The Group's activities are also consistent with the intent of the United Nations Sustainable Development Goals ('SDGs'). To date we have identified eight goals to which we believe we can make the most contribution through our focus on recruitment and training, inclusion, the development of our products and management of our operations. Further details are provided in our Sustainability report.

Evidencing our commitment to both the principles of the United Nations Global Compact ('UNGC') and the 17 SDGs, the Group is a signatory to the UNGC. Our commitment requires us to uphold the UNGC's Ten Principles on human rights, labour, environment and anti-corruption, and incorporate those into the core of our strategy, company culture, and daily operations.































financial impact of sustainability-related topics for our business. This assessment will offer a more comprehensive view of material topics from multiple perspectives and provide deeper insight into where sustainability issues intersect with our wider supply chain. We believe this holistic process will strengthen our resilience and enhance the value of our sustainability values and expect to summarise the outcome of this process in our 2025 Sustainability report.

### How we monitor our work

A robust approach to corporate governance is the foundation for delivering our strategy and ensuring our growth is achieved in a way that is both responsible and sustainable. Strong leadership, company culture, risk management and transparency are all elements that are essential to our business performance and its sustainability. We have identified and monitor several metrics to evaluate and measure our performance. Included in this report are metrics on health and safety incident rates, employee engagement, staff turnover and GHG intensity.





The Group's Board of directors is responsible for monitoring the progress we make against our strategic sustainability objectives and the targets we have set. The Board is assisted in this function by the Group Risk Committee which is chaired by our chief financial officer. For further information on the Group Risk Committee, its members and priorities in current and forthcoming years, please see pages 32 to 37.

### Current material topics

Topics		Business impact		
		Low	Medium	High
HEALTH AND SAFETY	  			
CLIMATE ACTION	 			
WASTE AND WATER				
SUSTAINABLE VALUE CHAINS	 			
TALENT ATTRACTION AND RETENTION				
TALENT DEVELOPMENT				
INCLUSION				
COMMUNITY ENGAGEMENT				
CHARITABLE GIVING				
VETERAN ENGAGEMENT	 			
CORPORATE BEHAVIOUR	 			

#### Key:

#### Linkage to sustainability strategy core areas:

-  Operations
-  Customers
-  Our people
-  Communities



## Health and Safety

Our success is built on a culture that places health and safety 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. This year we achieved our safest year yet in terms of Total Recordable Incident Rate (TRIR). We believe that being known for excellence in health and safety provides us with a significant competitive advantage.

Health and safety is fundamental to our operations and a primary business goal. It is a line of responsibility that begins with management and extends to all stores across the Group. The Group acknowledges its responsibility to provide and maintain a suitable, safe and healthy working environment, safe systems and safe methods of work to employees, contractors and customers.

The Group is committed to the following basic principles across all of our operations:

- strict adherence to occupational health and safety ('OHS') legislation: the Group's Health, Safety and Environmental specialists, and our operational audit teams, continually assess the Group's regulatory

- compliance with relevant OHS legislation and best-in-class practices;
- continuous identification and assessment of occupational risks and adoption of measures to control and mitigate them;
- establishment of quantitative and qualitative targets and close monitoring of TRIR, as well as other leading and lagging indicators relevant to the Group's operations;
- continuous provision of information and training to personnel, business partners and customers to ensure competency, equipment quality and safe working practices; and
- the maintenance and update of suitable emergency preparedness plans.

We target safety improvement through health and safety programmes and encouraging employees to always keep their own safety, and that of their teammates, in mind. Our safety training for employees, managers and leaders reinforces the importance of a safety-first mindset and we pay particular attention to near misses as a way of continuing to understand and focus on safety risks. All incidents and near misses are investigated and responded to swiftly.

## Safety initiatives

We seek to engage our team members in their safety and well-being every day. We encourage staff to take responsibility for their own safety and have core safety processes across all our stores. These include:

- regular training on the safe use of relevant equipment for their role, including company-wide weekly safety training videos which offer a more effective way to continuously engage staff compared to lengthy, one-time safety presentations;
- 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;

## ENGAGE FOR LIFE

Our Engage for Life programme forms the backbone of our health and safety work and is built on three pillars: culture, community and commitment. We are building a culture that eliminates serious injuries or fatalities ('SIFs'), aligns best practices, and ensures we all have the right skills to complete work safely. An important component of Engage for Life is that we demonstrate our dedication to the well-being of our team members, their families and communities, while supporting and encouraging team members' safety development. This is an area where we will always strive to do more, and we are committed to embedding the whole ethos of Engage for Life ever deeper within our culture.

At the heart of our Engage for Life programme lies a new initiative: the Principles for Life. Launched alongside our latest growth strategy, Sunbelt 4.0, these principles target six critical areas where we can have the greatest impact in reducing health and safety incidence. Each principle offers practical guidance for reducing incidents in high-risk areas. This programme will be important for continual reduction in our TRIR.



- introduction of critical control checks as a foundational element of our safety protocols. These checks involve the systematic identification and verification of critical controls essential for preventing incidents and minimising hazards;
- the Green Guide to Engage for Life, a guide which aims to help our team members understand exposures and key actions required. It provides practical steps on emergency preparedness, transportation safety and injury management. The environmental aspects of the guide include consideration of water usage, waste, chemical storage and environmental permits, and they help our team members to consider the environmental impact of our activities and how it overlaps with health and safety;
- Ready2Go, a company-wide quarterly initiative to declutter, clean and organise our stores in a way that best supports safety, efficiency and workflow; and
- annual safety weeks designed to increase awareness of the importance of safety across the business. Safety Week serves as a platform for promoting collaboration and knowledge sharing among team members, stakeholders and industry partners reinforcing our collective commitment to prioritising safety as a core organisational value.

Our senior leadership teams have weekly safety meetings to provide focus towards developing solutions that can be replicated across the Group. Since we launched our Engage for Life focus on safety, we have worked with DEKRA, a global leader in quality and safety, to further enhance our leadership in this area, helping our operational leaders embed safety, risk and exposure principles in everything we do. DEKRA continues to help us equip our leaders with the tools needed to drive change in all our locations, so that we can achieve the goal of proactive intervention and prevention of incidents before they escalate.

### Driver safety programmes

We deliver to customers across all 50 states in the US, eight provinces in Canada and across the UK. Covering this distance means safety on the road for our drivers and other road users is paramount. While we have one of the safest fleets in the equipment rental industry, we continue to focus on safety through our commercial vehicle training programmes and defensive driving courses so we can target ways in which we can further reduce our incident rate.

We make use of technology in our driver safety programme, such as onboard telematics to help us prevent unsafe behaviours on the road and dash cameras enabling real-time feedback on behaviours which could lead to vehicle incidents (e.g., lane departures, critical distance or in-cab behaviours). Together, this is known as our Road Intelligence Transportation Assistant ('RITA'). To date, over 98% of our vehicle fleet in North America is equipped with telematics and c. 93% are equipped with cameras with ambitions for our entire fleet to be technology enabled. RITA also enables recognition of positive actions, can assist with exoneration in the event of an incident and can assist with customer safety. Onboard technologies can also provide incremental benefits through reduced fuel use, enhanced engine and vehicle maintenance and route optimisation.

## CASE STUDY: SUPPORTING THE CALIFORNIA WILDFIRE RESPONSE: SAFETY, LEADERSHIP AND RESILIENCE



During the catastrophic wildfires in Southern California in 2025, widespread utility failures left entire communities without power. Our utility customers engaged us to deploy generators, ensuring critical power restoration for affected residents. We have a long-standing partnership with utility providers for disaster response efforts like this and we work closely across our network to deliver rapid and reliable power restoration solutions in times of crisis. Operating in high-risk environments, where conditions shift rapidly due to evolving fire activity, demands a high level of adaptability and vigilance to ensure safety remains our top priority. To manage these challenges, we conducted daily safety stand-up meetings with our customers, field teams, and leadership on the ground in Southern California. These meetings

provided a structured forum to assess emerging risks, implement mitigation strategies, and ensure seamless coordination among all stakeholders. This included doing our vital Power-up and Take-10 safety exercises. What truly sets us apart in situations like this is our leadership approach – leading from the front, not just from an office. Our leaders were out in the field, working alongside crews to ensure safe, efficient and effective disaster response.



To further accelerate our driver safety programme, this year we launched our new system of Driver Profiles – a robust risk assessment tool that uses five data sources: driver's licence records, telematics events, RITA behaviours, preventable collisions and Department of Transportation (DOT) records, to create safety scores for team members. The goal of the Driver Safety Profile programme is to assess driving behaviours and provide training and support to our drivers and reduce on-road risk.

### How we monitor performance

This year, we again had our safest year yet in terms of Total Recordable Incident Rate (TRIR). 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 (see page 31).

We continue to develop and improve our incident management system, including the introduction of Driver Profiles above, 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 improving continually as the lessons learnt are as instructive or often more so than from actual incidents.

Reportable incidents are measured differently in North America and the UK due to different regulatory frameworks. In the US and Canada, reportable accidents are reported in accordance with OSHA (Occupational Safety and Health Administration), referenced as a Total Recordable Incident Rate ('TRIR') whereas in the UK, reportable accidents are reported in accordance with RIDDOR

(Reporting of Injuries, Diseases and Dangerous Occurrences Regulations). Under the different definitions, more incidents are generally identified in North America as being reportable than in the UK.

To compare performance between our main operating countries we measure incidents using TRIR, as shown in Table 01. All safety and health reporting is made through our online reporting system.

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

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 reporting system.

### Working on safety with our customers and suppliers

Being a responsible business means sharing and promoting our safety culture with our customers and suppliers whenever possible. We have the highest safety expectations for all our equipment suppliers. Our near miss reporting programme mentioned above is an important tool we use to feedback and collaborate with suppliers and OEMs based on what we find. For example, if we identify any heightened risk in a particular asset, we work with the OEMs to fix and repair or to innovate their equipment. Being at the intersection of customers and suppliers, we can influence and innovate both ways. For our customers, we have dedicated equipment trainers

and we offer customised training programmes to meet their needs. We work with customers' safety teams to develop customised training courses, sometimes for a specific jobsite and participate in training days for major customers, demonstrating safe use of equipment and running training seminars. This is in addition to the routine safety briefings that accompany equipment rental. We offer dedicated full-time safety trainers for our customers in 126 markets across North America and have 33 training centres in the UK.

In the UK we are increasing the number of sustainability-related health and safety customer courses for example domestic and commercial electric vehicle charging installation and site environmental awareness training courses. This reflects the strong link between health and safety and advances in low-carbon technology and regulation. We see this as an area of added value and a way to enhance safety with those we work with and across our sector more widely.

Our customer training covers a broad range of topics including:

#### Operator training

- Mobile elevating work platforms, boom lifts and scissor lifts
- Forklifts, warehouse and telehandler rough terrain
- Earth moving equipment, loaders, excavators, backhoes
- Fall protection
  - Authorised User
  - Competent Person

#### Train the trainer

- Mobile elevating work platforms
- Forklifts
- Earth moving equipment
- Fall protection

#### Scaffolding

- Scaffolding (Supported & Suspended)
  - Competent Person
  - User Awareness
- Trench Safety
  - Confined Space Awareness
  - Competent Person Excavation
  - Evacuation Awareness
- Customised courses available

## 01 Recordable accidents

	2025		2024	
	TRIR	RIDDOR	TRIR	RIDDOR
North America General Tool	0.89	n/a	1.14	n/a
North America Specialty	0.54	n/a	0.53	n/a
<b>North America</b>	<b>0.65</b>	<b>n/a</b>	<b>0.76</b>	<b>n/a</b>
<b>UK</b>	<b>0.61</b>	<b>0.14</b>	<b>0.80</b>	<b>0.19</b>

## Climate action

### Advancing sustainability through the power of rental

Protecting the environment is not just the right thing to do; we believe rental has a significant part to play in the transition to a low carbon economy and as such sustainability is a key element of our business strategy. The environmental benefits of renting equipment rather than ownership accrue when many customers rent one piece of well-maintained and safe equipment only when they need it, as opposed to multiple customers purchasing that same piece of equipment, using it a few times, and then disposing of it.

Through our scale, processes and technology, we believe that we are better equipped to reduce the greenhouse gas ('GHG') impact of equipment ownership, operations and disposals than equipment operators. Our scale and market reach enable us to achieve a high utilisation rate for each piece of equipment, reducing the overall number of assets required to be manufactured. Our large inventory of rental assets means that our customers can use the right equipment for the right job. Furthermore, they can be given training to operate those machines in the most efficient way possible, minimising fuel consumption and carbon emissions during operation and, by positioning our assets where they are required, reducing transportation requirements. Furthermore, our rigorous maintenance programmes ensure all equipment performs at optimal capacity, maximising efficiency, extending its useful life and minimising environmental impact.

Finally, our investment in technology including battery electric vehicle fleets and telematics, combined with our geographic reach, enable us to reduce transportation emissions by maximising load capacity and route optimisation.

### Our commitments and progress

We have made a commitment to be Net Zero within our operations (Scope 1 and 2 emissions) by 2050. We have a tangible pathway to enable us to reach this goal. In the short-term, we have a target of a 50% reduction in Scope 1 and 2 GHG intensity (from a baseline of 2024), and we were progressing in line with our short-term target at April 2025.

We are focused on expanding electric and hybrid solutions applicable to light, medium and heavy-duty fleet, leveraging clustered markets to optimise deliveries and reduce miles driven and increasingly using renewable diesel, renewable electricity and expanding our LED lighting programme.

We know that our Net Zero pathway relies on innovation, advancements and refinements in technology and infrastructure. As such our Net Zero roadmap is dynamic and designed to be flexible as both known and unknown factors develop. Accordingly, we have structured our targets to align with the deployment of available technologies. We review our Net Zero road map and progress bi-annually.

### Scope 1 and 2 greenhouse gas emissions

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

Our Scope 1 (fuel combustion and operation of facilities) and Scope 2 (purchased electricity) GHG emissions are reported in Table 02 on page 58, together with details of the energy consumption used to calculate those emissions.

In order to calculate the GHG emissions and total energy consumption in mWh, we have used a 'market-based method' in accordance with the GHG Protocol Corporate Accounting and Reporting Standard (revised edition), together with emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2024, the latest available emission factors from the US

Environmental Protection Agency and the Environment and Climate Change Canada. In addition:

- in North America, due to the size of our operation and range of fuel and electricity providers, we collect data from the significant vendors and then use this to estimate emissions attributable to the balance. In addition, we are required to estimate electricity usage between the most recent meter reading and the year-end date. As such, for the year-end 30 April 2025, approximately 10% of the North American emissions balance was estimated; and
- in the UK, we collect data from all Scope 1 and 2 suppliers and hence, there is no estimation involved. However, we estimate an amount for invoices not yet received and as such, for the year ended 30 April 2025, 1% of the UK emission balance was estimated.

**NET  
ZERO  
BY 2050**



In the current year, our total Scope 2 emissions resulting from our US operations have been reduced by the sourcing of electricity in certain locations from renewable sources which are REC (renewable energy certificate) backed (38% of our US consumption). We will continue to explore the options available to us to extend the sourcing of purchased electricity from renewable sources where market regulation allows. In the UK, we source electricity from renewable sources which are REGO (renewal energy guarantees of origin) backed except for a small number of locations where energy is sourced by a third party, accounting for approximately 18% of UK consumption.

Our level of GHG emissions vary with our activity levels which are in part reflected in our revenue levels. Accordingly, we have concluded that the most appropriate intensity ratio for Ashtead is on a rental revenue basis. This reflects progress made by the Group without the potential for volatility in the level of used equipment sales, which are included in total revenue.

tCO <sub>2</sub> e/\$m	2025	2024
GHG intensity ratio – emissions per \$m of rental revenue	<b>40.6</b>	42.2

On a constant currency basis (using this year's exchange rates) our intensity ratio has reduced 3.6% from 42.2 to 40.6.

Over 80% of our Scope 1 and 2 GHG emissions come from our vehicle fleet. Tackling emissions from our vehicle fleet is therefore a key area of focus for us and we are doing this in three ways:

- using the vehicles we have in the most efficient way possible using onboard telematics;
- where available, using renewable diesel as a transitional fuel source, particularly in the transition period as alternative technologies are developed; and
- incorporating lower-carbon options into our vehicle fleet. For example, we are working with our manufacturers to test a range of EVs for the business across our sales, service and delivery fleet.

### Scope 3 value chain emissions

Our Scope 3 emissions for 2023/24 were disclosed in our 2024 Sustainability report based on GHG Protocol and the European Rental Association's sector-specific guidance. Our Scope 3 emissions for 2024/25 will be reported in our 2025 Sustainability report. Most of our Scope 3 emissions arise through our customers' use of our equipment on their sites and projects (category 13), emissions from the use of sold rental equipment subsequent to our ownership (category 11), all of which are required to be accounted for in the year of disposal, and the embedded carbon in our supply chain (category 2). Consequently, they are based on broad assumptions across a huge number of assets which are inherently difficult to

validate, including annual hours of use, average fuel consumption, average engine load factor and, for category 11, the total lifetime hours of use of assets after our ownership. Accordingly, our Scope 3 emissions will always be subject to an application of significant judgement and hence a high degree of estimation uncertainty.

As we look to the future, we recognise that our Scope 3 emissions are likely to increase in the short- to medium-term as we grow. Future reductions in our Scope 3 emissions will be dependent upon the development of technological solutions to allow for current equipment to be replaced by equipment with low- or zero-carbon emissions, the availability of renewable diesel, and the adoption of these options by customers. Nevertheless, during Sunbelt 4.0, we continue to engage with our rental equipment suppliers, understanding their commitments to reducing their own emissions, which over time can positively impact our Scope 3 emissions.

## 02 Greenhouse gas emissions

		2025		2024	
		UK	Total	UK	Total
Scope 1	tCO <sub>2</sub> e/year <sup>1</sup>	<b>30,188</b>	<b>380,445</b>	31,000	371,404
Scope 2	tCO <sub>2</sub> e/year <sup>1</sup>	<b>568</b>	<b>25,088</b>	748	34,544
Total	tCO <sub>2</sub> e/year <sup>1</sup>	<b>30,756</b>	<b>405,533</b>	31,748	405,948
Biogenic Emissions <sup>2</sup>	tCO <sub>2</sub> e/year <sup>1</sup>	–	<b>1,207</b>	–	–
Energy consumption used to calculate emissions	MWh	<b>132,545</b>	<b>1,685,926</b>	145,344	1,646,300

1 tCO<sub>2</sub>e/year defined as tonnes of CO<sub>2</sub> equivalent per year.

2 Biogenic emissions arise from the use of renewable diesel at select locations in California. In line with the GHG Protocol, CO<sub>2</sub> emissions generated from biogenic sources are reported separately from Scope 1 and 2 emissions, while CH<sub>4</sub> and N<sub>2</sub>O biogenic emissions are reported within Scope 1.

## Waste and water

### Waste

Reducing waste going to landfill, increasing recycling and reducing water use are all important to our sustainability efforts. Our business model necessarily promotes less waste overall going to landfill because we are renting the same piece of equipment to many customers and maintaining it to such an extent that it has a long product life.

A key part of our efforts to reduce waste is to refurbish equipment rather than disposing of it. Several of our suppliers have dedicated facilities to refurbish our equipment, where original equipment gets stripped down, new components are added, and the equipment is returned to service. Reconditioned machines that are maintained and serviced to a high standard can extend an asset lifespan by up to 50% and save embedded carbon because of decreased steel extraction and waste generation.

Reducing packaging is also key. In the UK, we're working with suppliers to streamline packaging processes. For example, some assets were being packaged twice – initially by OEMs and then repackaged and rebranded by suppliers before arriving at our stores.

Through our North American waste workstream programme, local branches are working with waste contractors to identify opportunities to improve efficiencies, decrease cost, increase recycling diversion rates and improve data collection. Our waste tonnage data will be disclosed in our 2025 Sustainability report.

### Water

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

Our approach to water stewardship is to focus our efforts where water is scarce. We have used the World Resources Institute's Aqeduct tool to map where

we are operating in areas of water stress or high-water stress. Across the Group, c. 30% of our stores are in areas of water stress or high-water stress, principally in California and the southwest and central states of the US. This provides a blueprint for where we are targeting water-saving initiatives by introducing technology to help reduce water use in these areas.

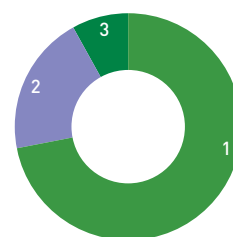
Water saving initiatives available to us include the use of closed loop wash systems where we reuse water many times over, as well as water recovery systems where we capture water run-off for use within wash-bays.

## Sustainable value chains

We have hundreds of thousands of rental customers and are a major buyer of equipment from large manufacturers. We work with suppliers and customers to build sustainable value chains for the equipment we rent out. We are in a strong position to understand customer demand for low- or zero-carbon equipment and to appreciate the everyday demands made of equipment. This enables us to inform and support manufacturers in their product development to meet equipment requirements as well as end user sustainability goals. At the same time, our desire to invest in new low- or zero-carbon technology demonstrates to manufacturers there is existing demand for their new products. By bringing new products to a wide audience of customers in the rental market, we help develop acceptance of new equipment and help drive further demand. By leveraging low-carbon assets to support large and small customers, we enable them to meet their sustainability goals.

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 equipment on the market, including electric and low- or zero-emission models. Every year we invest millions of dollars in new rental fleet which produces less carbon, less particulate matter and needs less maintenance and servicing than our existing and replaced fleet.

## 03 Group fleet composition



1 Fossil fuel.....	72%
2 Electric.....	20%
3 Other, including non-powered.....	8%

Chart 03 shows the composition of our rental fleet today. While it will take time for a greater proportion of our fleet to transition from diesel power to more low-carbon options, approximately 20% of our rental fleet is already powered by alternatives to traditional diesel power, including battery, electric and hybrid options. The large majority of our diesel-powered fleet also meets the most stringent North American and European emissions standards and we have one of the most modern fleets of rental equipment in the industry. We are investing in next generation, low- and zero-emission technology including battery, electric, solar and hybrid options where the use cases and customer demand are strongest.

Our investment in innovation is a key driver in addressing Scope 3 emissions. We work closely with manufacturers 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, often getting earlier access to sustainable products than others. We are also testing and providing feedback on emerging technologies including solar power, batteries, water purification systems and hydrogen technologies.



## Talent attraction and retention

Our people are our priority. They give us an enormous competitive advantage, provide superior service to our customers, and exemplify our exceptional culture. Recruiting and retaining the best talent is critical for supporting our growth plans under Sunbelt 4.0.

Our people strategy is focused 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. Once through the door, our investments in safety and well-being, personal and professional growth, compensation and reward structure and inclusion are important retention enablers.

There continues to be a shortage of skilled trade workers, with more skilled trade workers retiring than entering the workforce. We work hard to both find and train talented employees, and ensure they stay with us. In the US, we have our Technician Co-op Programme whereby trade school students who are one year or less from graduation are placed in one of our stores for 20 to 30 hours per week as part of their programme. They learn key aspects of the rental industry, our culture, safety and our equipment and the core skills they will need as technicians if hired after graduation. This year our summer intern programme saw 37 university students learning and contributing innovative ideas to various projects and initiatives across the organisation. In the UK, a key component of recruitment at a junior level are our formal apprenticeship programmes. Our apprentice programmes take between one and three years to complete and usually include outside training and a formal NVQ qualification, in addition to on-the-job training. We have six apprentice streams – plant maintenance, customer service, driver, electro technical, mechanical engineering and civil engineering.

To help us attract top talent efficiently, we developed our Sonny recruitment chatbot which provides instant support and personalised assistance to candidates, while freeing up valuable time for recruiters. Sonny can effortlessly handle over 500 questions, seamlessly switch languages and intelligently match candidates to suitable positions based on skills and location. Acting as a virtual recruiting assistant, Sonny can also schedule phone screens for recruiters,

ensuring a smooth and efficient recruitment journey. We also developed a new talent selection tool kit including screening and interview guides, best practices for candidate evaluation and communication and compensation. This highly structured talent selection process improves the candidate experience and helps managers conduct better interviews and make better hiring decisions.

We are also committed to supporting veterans and aspire to be an employer of choice for people leaving the military. Approximately 9% of our workforce in North America and 4% of our workforce in the UK are military veterans and this is a number we are aiming to grow. Our goal is to enable veterans to find a fulfilling workplace at Sunbelt where they can enrich our culture and contribute to achieving our goals. 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.

We have developed a robust programme for recruiting and retaining veteran employees and we actively recruit members of the armed forces through job fairs, strategic partnerships and programmes such as the US Chamber of Commerce's Hiring Our Heroes programme and partnering with the US Department of Defense, where we are an official Skillbridge provider. We were honoured to be recognised as a 2025 Military Friendly Employer for the fifth year in a row and to be awarded the VETS Index Employer Award for our commitment to recruiting, hiring, retaining, developing and supporting veterans and the military-connected community.

Our commitment to employing military service leavers and veterans is the same in the UK as in the US and our businesses work together on veteran recruitment strategy, pooling our collective experience and resources. We have an official network of veteran ambassadors across North America and the UK to support existing veteran staff and help attract more team members.



## Pay and benefits

Pay and benefits are one of the most significant factors in attracting and retaining the best people.

Our employees' pay and benefits are made up of competitive fixed pay and a range of benefits and incentive programmes to motivate employees and support our business' success. In North America we have adopted a Leading Wage approach to ensure all employees are paid an hourly rate more than the state and federal recommended rates and at a level which is competitive to the market. Sunbelt UK is an accredited Living Wage Employer. We recognise the strong link between financial well-being and employee engagement, including mental health and well-being. We closely monitor industry pay, and benchmark our salaries, to ensure a competitive package is offered to attract, retain and appropriately reward our employees.

In addition, we provide a comprehensive package of benefits ensuring they represent affordable and smart choices for employees. Each benefit offering has been designed to work with another, providing a financial safety net that serves those employees in need, as well as providing us all with a proper sense of security. In the US we offer robust and comprehensive medical coverage and have limited increases in member contribution rates despite the increasing costs of healthcare. By continuing to promote wellness, we intend to maintain a fair and balanced health plan that is considered one of the best in our industry. Our retirement plans are well received with a 94% enrolment rate in our US 401(k) plan, 100% enrolment rate in Canada and 92% of UK employees participating in the pension plan.



We recognise that mental health is another vital part of overall well-being, and as such we have an employee assistance helpline which offers free confidential support and advice to those in need. We also have other benefits to promote good health amongst our employees. In the UK we have a flexible holiday arrangement enabling employees to purchase additional holiday entitlement or sell unused or unwanted holiday back to the company, giving the employee more flexibility and choice in how they use their contractual benefits. We offer paid parental leave group-wide and in the US, employees can use pre-tax money to contribute to health-related purchases and dependent care expenses – including the cost of childcare, babysitters and after school programmes.

### Employee engagement and well-being

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 conduct regular employee surveys in North America 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 latest Express Yourself Survey received a 75% participation rate with an 88% engagement score. In the UK, participation in the latest survey was 71% with an 82% engagement rating. Responses to the surveys are overwhelmingly positive. We analyse the results and identify areas for improvement, developing action plans down to a local level and report to the Board on progress. Since the launch of the Express Yourself Survey, we have put in place a number of employee initiatives as a result of this feedback and enhanced



our employee communication activities to allow better two-way engagement with our team members. We have seen an increase in employee engagement scores year-on-year highlighting the effectiveness of measures taken.

Going forward, we are looking to supplement our annual engagement surveys with more frequent, targeted pulse surveys. These will allow us to focus on key areas of improvement and assess the impact of our initiatives both across the Company and within different team member demographics. We see this as an opportunity to make a more incremental impact on our people, our culture and our overall engagements scores.

When our staff are on top form, they provide the best service to our customers. We promote employee well-being on a daily basis. We recognise the link between mental health and well-being, flexible working and managing work related stress. We offer remote or hybrid work opportunities in some cases and locations and where the role allows for it. In some roles, remote work opportunities may not be possible (for instance drivers and technicians), but flexibility is still possible through proactive shift management.

We take action to minimise work related stress including supporting our team in recognising stress triggers and managing workloads. We are also there to help when employees find themselves in difficulties. We have mental health support initiatives across the Group and employees can get help quickly via an app or through our employee assistance programme as needed. For example, in the UK our 'Let's Talk Mental Health' programme included an initiative which saw volunteers completing a two-day professional Mental Health First Aider course (MHFA England) and becoming mental health ambassadors within the business.

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

## Workforce turnover

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 14% in North America General Tool (total staff turnover is 19%), 17% in North America Specialty (total staff turnover is 24%) and 19% in the UK (total staff turnover is 28%). 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 continue to focus on improving our recruitment process, which means finding the right employees for the right openings. We prioritise our employee onboarding to ensure new recruits get the support and guidance they need from the very beginning of their career with us. Beyond two years, employee turnover drops drastically.

## Talent development

Developing our people is crucial to our success. The commitment and skills of our workforce contribute directly to how well we do. 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 through clearly defined, but flexible career pathways. 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. 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 talent: 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, a team member can see the skills they need to develop and demonstrate to progress in their career towards a management role.

For those that want to progress within their specific job area, we offer career progression. 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 team member 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.

Our career development and training initiatives include:

- technician apprenticeship and training programmes;
- paid apprenticeships for trade school students approaching graduation;
- sales training;
- Manager In Training programme;
- intern programmes both in stores and at the support office;
- a leadership curriculum for all store managers;
- an Executive Leadership Development programme;
- women in leadership development apprenticeship programme (UK); and
- coaching skills training for store managers to enable better coaching and mentoring of staff.

To assess the effectiveness of our people development programmes, we have implemented a robust performance management process. Our cyclical performance management process applies to all employees and provides a standardised framework to help team members with skill development and career growth. Regular feedback and evaluations enable team members to track their progress, identify areas for improvement, and receive recognition for their achievements. We understand that an employee's ambition and priorities can change over time for example to balance family life, caring responsibilities or health issues. Our career progression and career pathing pathway enable flexibility and tailoring to balance these needs. We make every reasonable effort to give disabled applicants and existing employees becoming disabled, opportunities for work, training and career development in keeping with their aptitudes and abilities.

## Inclusion

Creating an inclusive work environment where everyone can thrive is crucial to our business and culture. We work to ensure an inclusive workplace, which provides equal opportunities for all a priority for the Group. We do not discriminate based on a protected status, such as sex, colour, race, religion, native origin or age.

Despite working in a traditionally white male-dominated sector, we want to make our workforce reflect the communities which we work in and recruit from. Our focus on inclusion has been a key element of our sustainability journey. We have nine employee resource groups (ERGs) between North America and the UK, and their mission is to help advance an inclusive culture that empowers

### Our North American ERGs



### Our UK ERGs





individuals and provides equitable opportunity for team members and the communities we serve. We recognise that fostering an inclusive environment leads to a better work culture that supports employee mental health.

In the US we are required by law to monitor ethnicity in our workforce and we maintain a diverse workforce with c. 31% of the US workforce identifying themselves as being non-white. We also gather diversity data as part of the recruitment process in the UK and seek to monitor our diversity, although the information held is less complete than data in North America where information has been gathered over a longer period. We are committed to providing opportunities for people across our organisation regardless of gender, ethnicity or other characteristic.

Our goal is to respect our collective experiences and unique perspectives from across the Group.

#### Workforce by gender

We are focused on the gender composition of our workforce but recognise our workforce reflects the nature of our business, the industry in which we operate and the markets we serve, with just 13% 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 an increasing presence 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.

While our industry has traditionally had many more men than women, we do have women at all levels of the Group, from the Board to store level. We have highly skilled women on our Board, within senior management teams and as store managers and sales executives, and we are committed to growing this number of talented women throughout the business.

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

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

However, as a result of our mix of employees and the roles they undertake, the average pay of men and women differs across the business. Summarised in Table 05 is the amount by which average pay for men exceeds that for women.

#### 04 Workforce by gender

Number of employees	Male	Female	Female %
Board directors	4	4	50%
Senior management	25	7	22%
All staff	21,891	3,157	13%
By segment			
North America General Tool	11,706	989	8%
North America Specialty	5,886	558	9%
UK	3,547	779	18%
Corporate	752	831	52%
By region			
US	16,447	2,063	11%
Canada	1,881	303	14%
UK	3,563	791	18%

Data presented as at 30 April 2025

#### 05 Pay gap

	Pay gap
US	3%
Canada	4%
UK	1%





## Community engagement

Community engagement and investment is an important area of focus for us in Sunbelt 4.0. With over 1,500 stores, we have a strong presence in many local communities. We strive to have a positive impact in these communities through job creation, charity support, volunteering and responding to emergencies. 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. When we open new stores, we bring opportunities through recruitment, economic activity and a new avenue for local support into these communities. Both through the service we provide and the goods and services we procure, we help entrepreneurs and small businesses grow and, together with our customers, we help build thriving communities. Our stores are active in their local communities supporting causes relevant to their people.

### Supporting communities 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 everyday 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.

This year we were particularly active during and after the California wildfires and hurricanes Helene and Milton. Each of these had a devastating impact on the local community and we were there to help support customers, communities and our own team members who were affected.

### Charitable giving

We have always had a volunteering allowance for staff, but under Sunbelt 4.0, we are seeking to enhance the employee uptake of volunteering opportunities and improve co-ordination of volunteering activities to have the greatest impact in our communities. We are doing this through a programme for team members to give back to the charities of their choice, elevated by company matching. With our 'Dollars for Doers' and 'Pounds for Purpose' programmes, team members can earn money for the organisations for which they volunteer. These work alongside our local giving programmes, through which local teams support local causes that are meaningful to them.

Our community investment is made in several ways. Firstly, we will continue to work closely with our designated signature charitable partners: the Gary

Sinise Foundation, Habitat for Humanity, who we also now work with in Canada, and the Leukaemia & Lymphoma Society. Last year we also partnered with GiGi's playhouse, a network of achievement centres for individuals with Downs Syndrome. These partnerships align with causes which are important to us and provide opportunities for long-term relationships where we can make a difference.

We also continue to work with other designated charitable partners. In the US, we work with the American Red Cross and its affiliates such as the Second Harvest Food Bank. In addition to financial donations made to the American Red Cross, we often send equipment and support to disaster-affected areas within the US. In the UK, we also work regularly with several charities, such as: Apex Scotland, where we help give people with criminal convictions the necessary skills to improve their lives; Forests with Impact, an innovative social enterprise creating employability opportunities by establishing commercial tree nurseries in prisons; and Beacon Skills Academy, which provides skills for life, employability and work experience programmes.

We are committed to making it as easy and accessible as possible for our people and partners to support local communities and charities. We have invested in a single streamlined platform to manage donations, grant applications and sponsorship payments across our community engagement activities. This platform will help us confirm that all activity meets the appropriate charitable standards and will deliver real-time data, reporting and insights – making it a highly effective and efficient tool to manage and track our community engagement activities.

### Veteran engagement

A big part of our community impact comes through supporting veterans and the military-connected community. The mission of our Veterans programme is to implement innovative and valuable solutions to improve the short-term and long-term well-being of teammates and their families. Creating a community through which colleagues can connect over their shared experiences is one of the cornerstones of Sunbelt's veteran retention efforts.

## CASE STUDY: DISASTER RECOVERY



Through our community engagement efforts, we support communities to recover and rebuild after natural disasters through charitable donations and volunteerism. We work with partners like the American Red Cross, Team Rubicon and Operation BBQ to identify support needed in communities impacted by these events. In the current year, through these partnerships, we provided support towards immediate relief efforts and long-term recovery following hurricanes Helene and Milton, including food, shelters, long-term recovery planning and financial assistance. In addition,

Sunbelt volunteers participated in clean-up activities in Asheville, North Carolina – where the storm devastated the community. Our team members rolled up their sleeves and worked hard to remove thousands of pounds of debris from the riverbank.

Furthermore, our team members stepped up by donating and taking advantage of the Sunbelt Gives Matching Gift program where Sunbelt doubled team member donations to the American Red Cross through the month of January to amplify their impact.

We are in the tenth 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. Last year we contributed over \$2m to the Foundation through monetary and in-kind donations. In addition to our partnership with the Gary Sinise Foundation, our SERVE employee resource group works with specific charitable organisations. This year, we continued our partnership with Wreaths Across America and Wreaths Across Canada to reinforce our commitment to our veteran community. In the UK, we work with Walking with the Wounded, who support armed forces veterans in many ways, including finding sustainable employment. We also have volunteering opportunities for team members through our partnership with Camp Southern Ground, which works with veterans and young people on summer camp.

## Corporate behaviour

We have the same governance processes for sustainability as for any other aspect of the business. How these function and how we have performed is disclosed with the Corporate governance report on page 82.

## Business ethics

Our commitment to the highest ethical standards means that the Group Risk Committee works to ensure these are communicated and upheld throughout the business. We believe in the rights of individuals and take our responsibilities to all our employees seriously and those who may be affected by our activities. The Group's modern slavery and human trafficking policy, business ethics and conduct policy and ethical sourcing policy are available on the Group's website. These policies inform our way of doing business and are embedded in our operations. They are also communicated directly to employees through dedicated communication and training programmes.

Senior employees across the Group receive regular business ethics training to ensure they are aware of their obligations and responsibilities with regard to competing fairly, the UK Bribery Act and money laundering and, in the US, the Foreign Corrupt Practices Act. This takes place every two years in North America with 2024/25 being a year of training, while in the UK, it is undertaken annually. Completion of training is monitored and reported to the Group Risk Committee. Anti-corruption and bribery policies are maintained and reviewed on a regular basis with relevant guidance incorporated into our employee handbooks and available on our intranet pages.

Building a responsible business means considering environmental impact, human rights, and modern slavery across the entire value chain. Our commitment to these values extends to how we engage with suppliers. For more details on our approach, including our due diligence process, please refer to the Governance section on page 76.

## Human rights and modern slavery

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. Our human rights policy is guided by the principles contained within the United Nations Universal Declaration of Human Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work. We have group-wide policies in place, all of which protect our employees as they go about their work which relate to our business and our suppliers. These policies form part of our way of doing business and are embedded in our operations. Our ethical sourcing policy addresses matters such as child and forced labour, freedom of association, working conditions, pay and hours, discrimination and harsh or inhumane treatment.

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

In relation to our supply chain, while the Group sources goods and services from a wide range of suppliers, the Group predominately works with a small number of major equipment suppliers, of which the majority are based in North America and Europe. The Group's main suppliers relate to its rental equipment and have strong reputations for product quality and reliability. Outside of the Group's expenditure on equipment, its key expenditure relates to its workforce and goods and services procured locally to its stores.

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 strengthen further actions taken in relation to modern slavery risks.

## Whistle-blowing

Our confidential, third party operated whistle-blowing service is available to all employees and third parties to raise any concerns that they may have about alleged unethical or illegal behaviour, or potential breaches of our ethical policies.

All whistle-blowing 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.

## Public affairs

The Group's policy is to prohibit donations of a political nature and hence no political donations have been made during the year (2024: none). In addition, the Group does not participate in political lobbying activities, either directly or through intermediaries.

During the Group's normal activities and its participation in the rental industry, the Group is a member of trade associations that do in some cases conduct lobbying campaigns with standardisation or regulatory authorities. The most significant of these trade associations are the American Rental Association ('ARA') in North America and the European Rental Association ('ERA') in the UK. Our total membership fees paid to the ARA, ERA and other trade associations in 2024/25 was \$191,990, including a non-tax-exempt portion of \$20,419.

## Cyber security

As the world continues to move online, at least in the short- to medium-term, awareness, monitoring and adaptability to cyber security issues is ever more crucial for us. We are prioritising the monitoring of any potential cyber security vulnerabilities and working to ensure business continuity under all potential scenarios. This year we held our sixth annual cyber security month. While securing hardware is an important facet of information security, protecting the data on our assets is critical to our success. We have encrypted email for all team members and our Information Security SharePoint site is also available for all team members. For more on cyber security, see page 35.